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EmployAbility: A resource guide on disability for employers in Asia and the Pacific

Debra A. Perry

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EmployAbility: A resource guide on disability for employers in Asia and the Pacific

Abstract

This resource manual contains information to assist businesses and organizations that want to benefit from the business case for recruiting, hiring and retaining people with disabilities as employees. It presents a collection of resources and examples of good practice. It aims to help employers in this region learn more about workers with disabilities and the business case for hiring them.

Many employers who want to hire disabled workers have expressed difficulty in finding disability information and sources of disabled job seekers tailored to their needs. While the situation and resources vary in the different countries of Asia and the Pacific, this guide can help. It lists organizations and sources of information to help employers who value a diverse workforce that includes disabled persons.

EmployAbility includes the following information:

- | Information on how to access publications covering the area of employment and disability, many of which are available free and are accessible online;
- | A list of web sites that are specific to employer needs or that provide general disability information;
- | Examples of corporate sector policies and good practices related to employment of people with disabilities;
- | A list of national organizations or government offices that provide direct assistance to employers who want to find disabled job seekers;
- | Other items such as checklists and fact sheets that provide immediate and brief information.

Keywords

businesses, recruiting, hiring, retaining, disabilities, people, good practice, employers, asia, pacific



International
Labour
Organization

EMPLOYABILITY

A RESOURCE GUIDE ON DISABILITY FOR
EMPLOYERS IN ASIA AND THE PACIFIC

Debra A. Perry
EDITOR

Regional Office for Asia and the Pacific

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Visit our web site: www.ilo.org/abilityasia

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PREFACE

“WE HAVE THROWN AWAY THE STEREOTYPE THAT DISABLED PEOPLE ARE LESS PRODUCTIVE; OUR CASE PROVES IT.”

Sung Joo Kim, Human Resources Manager, CJ Telenix, Seoul

Many companies around the region are learning that people with disabilities are productive and that they bring many benefits to the workplace. *EmployAbility: A resource guide on disability for employers in Asia and the Pacific* has been developed at the request of employers who need information to take advantage of this often untapped human resource. These employers know that to compete in a highly competitive, global marketplace, companies must have full access to talent and be responsive to the communities in which they operate.

As a specialized agency of the United Nations, the ILO is uniquely positioned to address the issue of disability and employment. The ILO members include governments, employers and trade unions. It deals with issues of industrial relations, fair labour practices and anti-discrimination in the workplace as well as competitiveness, productivity and good management practices. The ILO also advocates for the rights of disabled persons, recognizing that they can considerably contribute to the workplace if they are given equal treatment and equal opportunities. Many companies also know this.

Employers hire disabled persons for many reasons. Some initially do so to comply with national labour laws, while others do so because they were approached by a disabled person or an organization representing disabled people. Still others take seriously their commitment to non-discrimination or corporate social responsibility. Many companies recognize the business case for hiring workers with disabilities. Simply put, the business case acknowledges that if given opportunity and matched to jobs according to their abilities, people with disabilities make good employees and bring many other hiring benefits.

As companies will learn from reading *EmployAbility* or accessing the resources it lists, hiring disabled persons or retaining those who become injured on the job makes good business sense on many levels. Research and company experiences demonstrate that when disabled workers are integrated into the workplace, the productivity of all workers often rises. Teamwork is enhanced, and real cost savings are realized in terms of reduced turnover, recruitment and retraining costs. Disabled employees can help companies identify and develop services or design products for an often overlooked market segment – people with disabilities and their families and friends. As the population ages, this group increases in number. They travel and buy products and services geared to their needs.

Many companies worry about increased costs related to hiring disabled workers. Do they need to design special workplaces or purchase expensive equipment? The answer in most cases is a resounding no. Learn the facts from these pages and access the resources it guides you to. Read the case studies and review the sample company policies. If you are convinced about the value of hiring disabled persons, the manual also contains a list of helpful government agencies, non-government organizations, training institutions and disabled persons' organizations, listed alphabetically by country to assist you. If you want some quick information, go to the last section for checklists and fact sheets that are a sample of the kind of information you can find by accessing the resources listed.

We welcome your feedback on *EmployAbility*. We have made every attempt to provide you with the most updated information and contacts, but as you know, contact information and web addresses change. Please let us know if you find such changes. We also encourage you to visit the Employers' Corner of the *AbilityAsia* web site (www.ilo.org/abilityasia) to learn more about the ILO and, in particular, its Code of Practice for Managing Disability in the Workplace.

With our best wishes for your success and competitiveness.

Sachiko Yamamoto

ILO Regional Director for Asia and the Pacific

INTRODUCTION

This resource manual contains information to assist businesses and organizations that want to benefit from the business case for recruiting, hiring and retaining people with disabilities as employees. It presents a collection of resources and examples of good practice. It aims to help employers in this region learn more about workers with disabilities and the business case for hiring them.

WHAT IS THE BUSINESS CASE?

The business case basically states that hiring workers with disabilities can positively impact a company's bottom line. Here's why:

- People with disabilities make **good, dependable employees**.
Employers of disabled workers consistently report that, as a group, people with disabilities perform on par or better than their non-disabled peers on measures such as productivity, safety and attendance.
- People with disabilities are more **likely to stay on the job**.
The costs of job turnover, such as lost productivity and expenses related to recruitment and training, are well known to most employers.
- Hiring people with disabilities **increases workforce morale**.
Many employers report that teamwork and morale improves when disabled workers become part of the staff.
- People with disabilities are an **untapped resource of skills and talents**.
In many countries, people with disabilities have skills that businesses need, both technical job skills and transferable problem-solving skills developed in daily life.
- People with disabilities **represent an overlooked and multibillion-dollar market segment**. That market is disabled persons and their families and friends. The annual disposable income of disabled persons is estimated to be US\$200 billion in the United States, \$50 billion in the United Kingdom and \$25 billion in Canada. Ignoring this market may mean losing not only the disabled consumer but his or her family and friends. As the population ages, so does the incidence of disability. It makes sense to have employees who know first-hand about the product and service needs of this consumer segment.

ABOUT THIS RESOURCE MANUAL

Many employers who want to hire disabled workers have expressed difficulty in finding disability information and sources of disabled job seekers tailored to their needs. While the situation and resources vary in the different countries of Asia and the Pacific, this guide can help. It lists organizations and sources of information to help employers who value a diverse workforce that includes disabled persons.

EmployAbility includes the following information:

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- A list of web sites that are specific to employer needs or that provide general disability information;
- Examples of corporate sector policies and good practices related to employment of people with disabilities;
- A list of national organizations or government offices that provide direct assistance to employers who want to find disabled job seekers;
- Other items such as checklists and fact sheets that provide immediate and brief information.

PUBLICATIONS

Learning about disability and disabled workers need not be costly or difficult. This section lists organizations and the publications they have available (for sale or free) that deal with the employment of disabled persons. While some of the material contains information specific to the legal or other conditions of its country of origin, all contain general guidance that may be of value in any country or workplace context.

PUBLICATIONS AVAILABLE AND FREE OF CHARGE ON THE INTERNET

Australian Employers Network on Disability

This organization of employers provides fact sheets, newsletters and other information online. Click on the "Newsletters" and "Fact sheets" items on the menu for a complete list.

Web site: www.emad.asn.au

Sample fact sheet titles:

- *Interviewing People with Disability, 2007*
- *Managing Someone Returning to Work, 2007*
- *Training for People with Disability, 2007*

Canada Public Service Agency (CPSA)

The CPSA is a Canadian national institution that deals with human resources management in the public service sector. The Diversity Division of CPSA offers *Creating a Welcoming Workplace for Employees with Disabilities*, an online publication worth reviewing.

Web site: www.psagency-agencefp.gc.ca

Employment and Disability Institute (EDI), Cornell University, United States

The EDI provides many resources and publications. Some can be downloaded from the web site and others must be ordered or requested. Click on the "EDI's digital commons collection" link on their "Publications" page for a full list of publications, or browse by "Areas of expertise" or "Key words".

Web site: www.ilr.cornell.edu/edi

Sample publication titles:

- *Comparative Study of Workplace Policy and Practices Contributing to Disability Non-discrimination, 2004*
- *Disability in a Technology-Driven Workplace, 2003*
- *A Review of Selected E-Recruiting Websites: Disability Accessibility Considerations, 2002*

International Labour Organization (ILO)

The ILO's Factory Improvement Programme (FIP) is a training initiative to develop local factories' capacity in industrial relations, health, safety and working conditions. The FIP training programme includes the *Disability in the Workplace* sub-module. To download the publication, go to "Want to learn more" item on the main page of its web site, which leads you to the "Disability sub-module".

Web site: www.ilofip.org

The ILO's "Disability and Work" web site provides a list of publications, working papers, research papers and reports on the training and employment of people with disabilities. To download publications, go to the "Publications and working papers" item on the main page.

Web site: www.ilo.org/employment/disability

Sample publication titles:

- *ILO Code of Practice on Managing Disability in the Workplace, 2002*
- *Mental Health in the Workplace: Introduction and Executive Summaries, 2000*

AbilityAsia is the ILO's disability programme in Asia and the Pacific. Its web site provides information, resources and a list of publications related to various disability issues in the region. Check the site's "Publications" section.

Web site: www.ilo.org/abilityasia

Sample publication titles:

- *Unlocking Potential: A Multinational Corporation Roundtable on Disability and Employment Asia and the Pacific – Proceedings of the Meeting, 2005*
- *Moving Forward: Toward Decent Work for People with Disabilities – Examples of Good Practices in Vocational Training and Employment from Asia and the Pacific, 2003*
- *Employment and Disabled Persons (Information sheet)*
- *The Basics of Vocational Assessment (Information sheet)*

Japan Organization for Employment of the Elderly and Persons with Disabilities (JEED)

JEED offers an online employment guide for employers and persons with disabilities in Japan. Click on the "To see 2006 edition" button on its English web site to download "Supporting the Employment of Persons with Disabilities, 2006"

Web site: www.jeed.or.jp/english

Virginia Commonwealth University, Rehabilitation Research and Training Center on Workplace Supports and Job Retention (VCU-RRTC), United States

The VCU-RRTC web site on workplace supports and job retention provides considerable information, resources and research reports about work and disability issues. Many publications are free on the web site and others can be purchased through linked sites. Go to the "Research" or "Resources" section to see lists of articles, books, briefing papers, case studies, fact sheets and monographs or manuals.

Web site: www.worksupport.com

Sample publication titles:

- *Assistive Technology as a Workplace Support Fact Sheet, 2005*
- *Business, Disability and Employment: Corporate Models of Success, 2004*
- *Employers' Views of Workplace Supports: VCU Charter Business Roundtable's National Study of Employers' Experiences with Workers with Disabilities Monograph, 2002*
- *Recruiting Qualified People with Disabilities*

Transport and Tourism Division (TTD) of the United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP)

Barrier-Free Tourism for People with Disabilities in the Asia-Pacific Region, published in 2003 by the Transport and Tourism Division of UNESCAP looks at the economic rationale for developing barrier-free tourism and identifies good examples of barrier-free tourism practices within Asia and the Pacific. The publication can be downloaded from the "Publications archives" of the web site.

Web site: www.unescap.org/ttdw

United States Chamber of Commerce

The Institute for a Competitive Workforce (ICW) of the US Chamber of Commerce offers publications on the hiring of persons with disabilities. Go to the "ICW" section on the "Program" menu of its web site. Click on the "Publications" item to find various documents on hiring "Individuals with disabilities".

Web site: www.uschamber.com

Sample publication titles:

- *Disability Employment 101, 2004*
- *Disability: Dispelling the Myths – How People with Disabilities Can Meet Employers' Needs, 2004*

United States Department of Labor (DOL)

The DOL's Office of Disability Employment Policy offers publications on various issues related to the employment of persons with disabilities. Its "Archives" contains a list of fact sheets.

Web site: www.dol.gov/odep

Sample fact sheet titles:

- *Accommodating Employees with Hidden Disabilities, 2000*
- *Diversity and Disabilities, 1996*
- *Small Business and Self Employment for People with Disabilities, 2000*

PUBLICATIONS FREE UPON REQUEST

International Labour Organization

AbilityAsia: Hiring People with Disabilities – Employer Perspectives and AbilityThailand are videos on CDs that are geared to an employer audience to encourage employers to hire disabled workers by identifying specific benefits. For video clips and contact information or to obtain a copy, go to the "Employers" section of the *AbilityAsia* web site.

Web site: www.ilo.org/abilityasia

PRICED PUBLICATIONS

Employers' Forum on Disability, United Kingdom

The Employers' Forum on Disability is a membership organization of employers interested in disability that advocates from the employers' perspective. It offers a variety of publications for sale or for free that specifically relate to the business case, hiring and accommodating disabled workers and attracting disabled customers. Visit its web site for a complete listing of available products and prices.

Web site: www.employers-forum.co.uk

Sample priced publication titles:

- *Welcoming Disabled Customers*
- *Disability Communication Guide*
- *Employment Action Files*
- *Realising Potential*
- *Briefing papers* (on a variety of topics, including how to accommodate individuals with different types of disabilities)

World Institute on Disability (WID), United States

WID is an internationally recognized public policy centre that works to strengthen the disability movement through research, training, advocacy and public education. WID's "Publications" section on its web site offers priced publications, links to other sources and downloadable publications.

Web site: www.wid.org

Sample publication titles of interest to employers:

- *How to Create Disability Access to Technology: Best Practices in Electronic and Information Technology Companies, 2005*
- *Asking about Disability: A Guide for Individual Development Account Administrators, 2002 (downloadable free of charge)*

WEBSITES

Increasingly, web sites offer valuable guidance and information about employment and disability. This section lists selected web sites of employers' organizations that deal with disability issues, organizations that provide information specifically geared to employers and others that provide general information about disability. It also includes a list of web addresses for disability-specific organizations and for international and United Nations agencies that deal with disability.

EMPLOYERS' ORGANIZATIONS

Australian Employers Network on Disability, Australia

Web site: www.employersnetworkondisability.com.au

Business Advisory Council, Cambodia

Web site: www.bac.org.kh

Employers' Forum on Disability, United Kingdom

Web site: www.employers-forum.co.uk

Employers Network on Disability, Employers' Federation of Ceylon, Sri Lanka

Web site: www.empfed.lk/employment.htm

Realising Potential, United Kingdom

Web site: www.realising-potential.org

US Chamber of Commerce, United States

Web site: www.uschamber.com

Workway, Ireland

Web site: www.workway.ie

INFORMATION FOR EMPLOYERS

ILO AbilityAsia web site – Employers' Corner

Web site: www.ilo.org/abilityasia

Employment and Disability Institute, Cornell University, United States

Web site: www.ilr.cornell.edu/ped

Employer Assistance and Recruiting Network, United States

Web site: www.earnworks.com

JobAccess, Australia

Web site: www.jobaccess.gov.au

Job Accommodation Network, United States

Web site: www.jan.wvu.edu

National Centre for Promotion of Employment for Disabled People, India
Web site: www.ncpedp.org

Worksupport.com – Information, Resources and Research about Work and Disability Issues, United States
Web site: www.worksupport.com

GENERAL DISABILITY INFORMATION

Asia Pacific Development Center on Disability
Web site: www.apcdproject.org

The Commonwealth Rehabilitation Service Australia
Web site: www.crsaustralia.gov.au

Cornucopia of Disability Information, United States
Web site: codi.buffalo.edu

Center for International Rehabilitation Research Information and Exchange, United States
Web site: cirrie.buffalo.edu

Tech For All, United States
Web site: www.tech-for-all.com

GENERAL DISABILITY ORGANIZATIONS

Action on Disability & Development, United Kingdom
Web site: www.add.org.uk

Beyond Ability International
Web site: www.beyond-ability.com

Braille Without Borders
Web site: www.braillewithoutborders.org/ENGLISH

Daisy Consortium
Web site: www.daisy.org

Disability Awareness in Action, United Kingdom
Web site: www.daa.org.uk

Disabled Peoples' International
Web site: www.dpi.org

Disability Rights Education & Defence Fund, United States
Web site: www.dredf.org

Handicap International
Web site: www.handicap-international.org

Inclusion International
Web site: www.inclusion-international.org

Rehabilitation International
Web site: www.rehab-international.org

World Blind Union
Web site: www.worldblindunion.org

World Federation of the Deaf
Web site: www.wfdeaf.org

World Federation of the Deafblind
Web site: www.wfdb.org

World Network of Users and Survivors of Psychiatry
Web site: www.wnusp.net

Workability International
Web site: www.workability-international.org

World Rehabilitation Fund
Web site: www.worldrehabfund.org

INTERNATIONAL AND REGIONAL ORGANIZATIONS

United Nations

United Nations Global Compact
Web site: www.unglobalcompact.org

ILO – general
Web site: www.ilo.org

ILO – AbilityAsia
Web site: www.ilo.org/abilityasia

ILO – Disability and work
Web site: www.ilo.org/employment/disability

ILO – SafeWork
Web site: www.ilo.org/safework

United Nations Economic and Social Commission for Asia and the Pacific (ESCAP)
Web site: www.unescap.org/esid/psis/disability

United Nations Enable
Web site: www.un.org/esa/socdev/enable

United Nations Food and Agriculture Organization (FAO) – Empowering the rural disabled in Asia and the Pacific

Web site: www.fao.org/waicent/faoinfo/sustdev/PPdirect/PPre0035.htm

Others

Asian Development Bank

Web site: www.adb.org/socialprotection/disability.asp

European Commission Directorate General on Employment and Social Affairs

Web site: europa.eu.int/comm/employment_social/disability/index_en.html

World Bank

Web site: www.worldbank.org/disability

POLICY EXAMPLES

Many corporations and employers' organizations have policies or formal statements that address their principles on diversity and/or non-discrimination in the workplace. Some have policies specific to hiring workers with disabilities; others have indicated special projects or partnerships to encourage the training, employment and/or workplace integration of disabled persons. Examples of different policies, principles or initiatives relating to disabled persons and employment are provided in this section. The policy names and company web sites follow:

- Australian Chamber of Commerce and Industry
Web site: www.acci.asn.au
- American Telephone & Telegraph (US)
Web site: www.att.com
- British Broadcasting Corporation
Web site: www.employers-forum.co.uk
- Employers' Federation of Ceylon
Web site: www.empfed.lk
- International Labour Organization
Web site: www.ilo.org
- Marriott International
Web site: www.marriott.com
- Marriott Foundation for People with Disabilities
Web site: www.marriott.com/foundation/default.mi
- Nike
Web site: www.nike.com/nikebiz
- Nike
Web site: www.nike.com/nikebiz/nikeresponsibility
- Westpac Banking Corporation
Web site: www.westpac.com.au

AUSTRALIAN CHAMBER OF COMMERCE AND INDUSTRY (ACCI)

Employment for People with Disabilities¹

PRINCIPLES OF DISABILITY EMPLOYMENT POLICY

ACCI advocates, through its general employment policy, for a system that enables all Australians to be competitive in the employment market. While the extent of disability for each person with a disability is unique, ACCI advocates for a diverse workforce in which people participate where they are able to do so.

More than 670,000 Australians of working age now receive the Disability Support Pension – more than the number receiving unemployment benefits. The growth in numbers has been in excess of 60 per cent over the past ten years. This trend indicates that an ageing Australian workforce, together with growing numbers of people with disabilities, has potential to seriously erode labour supply and add significantly to public outlays. In an era of improved health and longevity and declining lost-time injuries in the workplace, growth in the incidence of disability should be seriously questioned. Policies that encourage greater reliance on income support must be discarded in favour of better rehabilitation and employment policies.

A new focus on disability employment is required urgently due to the failure of past approaches that, while leading to an array of fragmented public policies and programmes, have failed to achieve adequate employment and participation outcomes for people with disabilities who have significant work capacity.

ACCI, through its education and training policy, promotes equality of education opportunities and options for people with special needs, including disabilities. This means providing access to and appropriate support for people with disabilities in education and training to ensure they have opportunities to develop marketable skills that meet the needs of business.

Through its economic policy, ACCI articulates long-term aims of full employment and an acceptable distribution of income and wealth across the community. Having people with disabilities of workforce age entirely reliant on income support for long periods of their lives undermines these objectives. Without remedy, it will contribute to unsupportable growth in public expenditure.

Workplace-relations regulation must have the ultimate effect of encouraging – rather than discouraging – the employment of people with disabilities. ACCI workplace-relations policy is based on principles of simplicity and minimizing regulations and that the determination by employer and employee at the workplace level are particularly relevant to the employment of people with disabilities. An overly protective, rights-based approach to employment regulation

¹ Download from: www.acci.asn.au/text_files/policies/2007/EmploymentPeopleDisabilitiesPolicy2007.pdf

for people with disabilities will detract from, rather than assist, an increase in employment levels.

ACCI policy also advocates improved health and safety performance, better rehabilitation and return-to-work outcomes. Ageing increases the incidence of disability in the community, particularly within the cohort of mature age employees. This trend will require higher priority to be given to the prevention of workplace injury and disease and to the reform of workers' compensation schemes to create greater incentives and supports for injured employees to return to work and to protect employers willing to recruit and retain employees with disabilities from unreasonable risk and cost.

POLICY OBJECTIVES

Participation and support for people with disabilities

ACCI supports participation policies and support systems for people with disabilities that:

- Ensure that people with disabilities participate to the full extent of their abilities, in employment and in the community;
- Recognize that disability does not automatically equate with an inability to work and require people with disabilities to take up employment where it is reasonable for them to do so;
- Discourage reliance on income support by those who have a significant capacity to work;
- Introduce appropriate mutual obligation requirements relative to those met by people without disabilities;
- Provide most support to those most in need of assistance, including supported employment options;
- Ensure that people with disabilities who are able to work enjoy the rewards of employment and are always better off in work than when reliant on income support;
- Redirect public funding away from passive income support to rehabilitation and employment assistance;
- Do not create abrupt changes in the composition of the labour force without adequate and well-planned support for employers.

Training and education for people with disabilities

Australia has disappointing rates of participation for people with disabilities in vocational education and training – less than 2.5 per cent, compared with 11 per cent of all workforce-age Australians. Training retention rates and eventual employment outcomes are also well below average, as people with disabilities are less likely to complete their training and graduates with disabilities are less likely to find employment.

ACCI promotes training and education policies that:

- Develop and recognize marketable skills;
- Improve transitions for young people with disabilities from school to further education and training;
- Promote participation in vocational education and training through early intervention in schools;
- Provide appropriate assistance for people with disabilities to undertake education and training;
- Ensure that people with disabilities are acknowledged as potential participants in programmes that address areas of skills shortages wherever reasonably practical;
- Provide for people with disabilities to upgrade their skills while in work and re-skilling where disability is a barrier to returning to a former occupation;
- Are effectively linked to employment and pre-employment programmes so that people with disabilities have continuity in the assistance they require to move from training and education to work.

EMPLOYMENT FOR PEOPLE WITH DISABILITIES

ACCI supports employment policies that:

- Promote the employment of people with disabilities to employers and within the wider community;
- Provide for a range of employment options that acknowledge, fairly and realistically, the circumstances and capacity of each individual and the level of support required;
- Guarantee professional assistance in the recruitment and integration of employees with disabilities in the workplace that is well coordinated and informed by employers' needs and that forms part of the community's obligation to people with disabilities;
- Do not provide disincentives or unreasonable burdens for employers seeking to include people with disabilities in their workforce;

- Acknowledge that not all industries are able to accommodate people with disabilities to an equal degree due to the inherent nature of their key occupation types;
- Reduce complexity and red tape across the range of employment and vocational education and training programmes designed for people with disabilities;
- Establish effective linkages between rehabilitation, training and return-to-work programmes;
- Acknowledge and reward employers who make substantial effort to increase the numbers of people with disabilities in their workforce.

WORKPLACE RELATIONS

Employers will be most likely to provide greater employment opportunities for people with disabilities if there is as simple and straightforward process as possible for such employment.

ACCI actively pursues workplace relations policies that:

- Provide for the employment of people whose productivity is limited by their disability under the Supported Wages Scheme;
- Seek reform of inflexible workplace regulations that restrict employers' ability to accommodate people with disabilities;
- Ensure that people with disabilities have the same access to flexible working arrangements under the workplace relations system as all other employees, including individual agreement making and agreement making with or without the involvement of trade unions.

OCCUPATIONAL HEALTH AND SAFETY AND WORKERS' COMPENSATION

ACCI is committed to the achievement of an OHS outcome for Australian workplaces where every person in the workplace has a safe place of work and a safe method of working, as far as is reasonably practicable, including:

- Improving workplace OHS performance to reduce work-related injury and disease;
- Increasing the capacity of employers to achieve improved OHS performance;
- Ensuring that OHS and workers' compensation systems encourage early intervention;

- Promoting responsible participation by employees and encouraging their disclosure of conditions that may affect employers' ability to maintain adequate levels of safety in the workplace;
- Ensuring that an awareness of OHS issues is incorporated into appropriate workplace induction and vocational education and training programmes;
- Establishing an OHS policy that clearly defines roles and responsibilities of everyone in the workplace;
- Involving all employees in a joint approach to improving OHS performance;
- Providing appropriate information and training to meet the needs of the workplace and employee participation;
- Minimizing risk, including identifying, assessing and controlling hazards, and ongoing monitoring, evaluation and review;
- Reforming workers compensation schemes that contain disincentives to early rehabilitation and return to work.

Recent trends in the regulation of OHS and workers' compensation schemes are placing a higher duty of care on employers that may result in disincentives to employ people who present additional OHS risks. This does little to help increase employment opportunities for people with disabilities in many industrial settings where there are significant, additional costs associated with advanced risk-management processes. Employers who welcome people with disabilities into their workplaces should not be penalized for doing so. While employers wish to promote the employment of people with disabilities in a non-discriminatory workplace, shifting public costs of support for people with disabilities to private cost or risk only hinder employers' capacity to offer employment.

ANTI-DISCRIMINATION

ACCI accepts the general principle of equal opportunity, which underpins any anti-discrimination law. ACCI promotes the understanding that discrimination is not an acceptable human resource practice, does not constitute an appropriate basis for human resource decision making and is contrary to the interests of business.

ACCI's policies on discrimination against people with disabilities are incorporated in its blueprint for the Australian workplace relations system, entitled *Modern Workplace: Modern Future*.

Employers already bear a considerable regulatory burden from a range of Federal and State anti-discrimination laws. Additional regulation that introduces far-reaching and unspecified obligations on employers or mandatory requirements such as employment quotas cannot be supported.

FUTURE DIRECTIONS

To make real progress in this area, a concerted and well-coordinated effort must be made on the part of governments and the community sector, working in partnership with employers to achieve the following key goals:

1. Eliminating aspects of social and industrial policies that create disincentives for people with disabilities to take up employment;
2. Examining the reasons for the growth in welfare reliance among people with disabilities and the factors that need to be addressed to stem unacceptable exit rates from the labour force;
3. Providing enhanced employment opportunities for people with disabilities through training, workplace support and community education;
4. Providing consistency and ease of transition between programmes that aim to assist people with disabilities in education, training, pre-employment, employment and return to work;
5. Improving community awareness of the benefits of increased employment for people with disabilities and recognizing employers who make a commitment to employ workers with disabilities;
6. Providing adequate and well-communicated support and incentives for employers, together with a reduction in risks and red tape;
7. Ensuring that employers are not liable for the costs of adjustment where welfare reform measures lead to significant change in the composition of labour markets.

THE POLICY FRAMEWORK

Sustained and sustainable economic growth underpins improvement in the standard of living of all Australians. Through participation in work, people with disabilities are able to make a valuable contribution and share in the benefits of employment.

At the same time, ACCI recognizes that increasing the capacity of people with disabilities to participate in employment and in many other areas of community life will bring greater opportunities for improved markets in assistive and adaptive technologies that remove barriers.

ACCI plays an active part in the development, monitoring and evaluation of education and training policies and initiatives and labour market policies and programmes to ensure they meet the needs of business and industry in a dynamic and competitive global economy. From this perspective, ACCI is ideally placed to perform a lead role in developing new approaches to improve the participation and competitiveness of people with disabilities in labour markets.

AMERICAN TELEPHONE & TELEGRAPH (AT&T)

Corporate Disability Policy (United States)

AT&T is committed to a program of affirmative action aimed at ensuring equal opportunity and providing reasonable accommodations to the physical and mental limitations of qualified job applicants and employees. No individual will be unlawfully discriminated against because of a physical or mental disability, because he or she may require a reasonable accommodation, or because of his/her status as a covered veteran.

AT&T's policy is to recruit, hire, train and promote individuals with disabilities, special disabled veterans, veterans of the Vietnam War era and other eligible veterans without discrimination in all job titles. Further, the policy ensures that all other personnel actions are administered without unlawful regard to disability and that employment decisions are based on valid job requirements.

Employees and applicants shall not be subjected to harassment, intimidation, threats, coercion or discrimination because they have engaged in or may engage in any of the following activities:

- Filing a complaint;
- Assisting or participating in an investigation, compliance review, hearing or any other activity related to the administration of Section 503 of the Rehabilitation Act of 1973 [US], as amended, or the Vietnam Era Veterans' Readjustment Assistance Act of 1974 (VEVRAA), as amended, or any other federal, state or local law requiring equal opportunity for individuals with disabilities or special disabled veterans, veterans of the Vietnam War era or other veterans;
- Opposing any act or practice made unlawful by Section 503 (VEVRAA) or the implementing regulations in any other federal, state or local law requiring equal employment for individuals with disabilities or special disabled veterans, veterans of the Vietnam War era or other veterans;
- Exercising any other right protected by Section 503 (VEVRAA) or their implementing regulations.

AT&T commits to monitoring and measuring the effectiveness of its affirmative action program.

BRITISH BROADCASTING CORPORATION (BBC)

Action Plan for the Broadcasting and Creative Industries Disability Network Manifesto²

The Broadcasting and Creative Industries Disability Network brings together major broadcasters in the United Kingdom to explore and address disability as it relates to the media industry. The network makes it easier for members to recruit and retain disabled people and to promote and share best practices across the industry. The BCIDN started under the auspices of the Employers' Forum on Disability, and all members of the BCIDN are members of the forum.

As a member of the BCIDN, the BBC has an action plan aiming to:

- Increase the presence of disabled people on air and on screen
- Increase the number of disabled people in all areas of the workforce
- Increase access to services, on and off air
- Ensure access to its buildings

THE BBC ACTION PLAN

1. The BBC aims to increase the presence of disabled people on air and on screen.

What we have already done:

The BBC introduced on-screen disability portrayal targets, most of which have been met:

- At least one regular disabled character in a returning drama series on BBC 1 (Paul Henshall in *Holby City*).
- Three factual and leisure shows on BBC1 and BBC2 to feature at least one disabled contributor per series (*Beyond Boundaries*, BBC 2 – 11 disabled contributors; *Ade Adepitan on Xchange*, BBC 1 & CBBC and now *Sportsround*, BBC 1, *Grandstand*, BBC 1 covered new wheelchair doubles event at Wimbledon).
- Three key entertainment series on BBC1 and BBC 2 to feature a minimum of one disabled contestant in 50 (*Weakest Link & Jet Set* on BBC 1, *Mastermind* on BBC 2).
- BBC3 to broadcast one drama or entertainment series with a regular disabled character. This has been more than met by *I'm with Stupid* that

² Download from: www.employers-forum.co.uk/www/bcidn/manifesto/2006-action-plans/bbc-bcidn-report.pdf

began on BBC 3 on September 10 2006 and features a number of disabled characters, in addition to the lead role played by Paul Henshall.

- BBC4 to broadcast a minimum of two profiles of people of achievement per year, with an ambition to develop new on-screen talent in its factual output (profiles of Ray Charles; Mohammed Ali).

In addition, there are many other examples of the BBC's increasing commitment to the inclusion and portrayal of disabled people in TV output:

- New Street Law and Ready Steady Cook on BBC 1 BCIDN BBC Manifesto Update
- Ballamory and Something Special on Cbeebies
- Soundproof, A Thing Called Love, Top Gear and Junior Mastermind on BBC 2
- House of Tiny Tearaways on BBC 3
- BBC News correspondent Frank Gardner, recently disabled, has been featured in various reports.

In radio:

- In Touch and You and Yours on Radio 4, presented by Peter White, regularly features items of interest and relevance to disabled people, likewise Woman's Hour and Sound Advice, presented by Gyles Brandreth.
- Nick Clarke, presenter of PM and disabled as a result of cancer, kept an audio diary about his experiences and the effect losing a leg has had on him and his family, which was broadcast on Radio 4 just prior to his return to his anchor role on PM.
- The Archers on Radio 4 has blind actor Ryan Kelly playing the regular character Jazzer.
- Sound Barriers a Radio 4 drama featured deaf actor Steve Day.
- The Lights, a Radio 4 drama featured wheelchair-using actor Luke Hamill playing a wheelchair-using character.
- My MS and Me, another Radio 4 drama written by Jim Sweeney, who has MS.
- Peeling, on Radio 3, written by visually impaired writer Kaite O'Reilly
- Watch the Spider, also on Radio 3, written and performed by Andy Mclay, a paraplegic, about his experiences.

Other audience:

- The BBC commissioned the first-ever comprehensive, in-depth research into learning disabled audiences, covering what they watched, how well they thought their needs were catered for and what specific programmes they would like see on TV in the future.
- A key finding of the learning disabled research was the importance of TV soaps to learning disabled people, providing them with a window to the world, helping them to understand everything from relationships to what goes on in a pub. This led to the overwhelming desire to see themselves represented in these programmes above all others, particularly significant in the light of the current Eastenders' storyline about Billy and Honey's baby having Down's Syndrome.
- The BBC – in conjunction with Channel 4 and the Actor's Centre – ran the Talent Fund for Disabled Actors, a training and development scheme for 25 disabled actors, selected through nation-wide open auditions. The aim was to increase the pool of disabled acting talent available to casting directors.
- BBC Children's has worked closely with the National Deaf Children's Society to produce a guide for programme makers on how to ensure that their programmes are inclusive of and accessible to Deaf children.

What we will be doing going forward:

- The Production Handbook – a guide for programme makers on the Disability Discrimination Act (DDA) – is currently being updated and will be re-launched.
- A recent audit of a range of BBC programmes has been carried out to assess provision for studio audiences and contributors under the DDA. Follow-up meetings with production teams will be held to ensure that the recommendations arising from the audit are carried out so that programmes are compliant with the DDA.
- A portrayal monitoring survey of BBC TV peak time output has recently been commissioned; results will be available at the end of 2006. The survey will be presented to the TV Commissioning Group and will be used to inform policy on inclusion and portrayal going forward.
- BBC TV division (soon to become BBC Vision) recently appointed Mary Fitzpatrick as Editorial Executive for Diversity to further help increase the diversity of participants in BBC output, with a specific focus on disability and ethnicity.
- Mary is currently reviewing the Disability Portrayal targets with a view to setting new, more stretching targets.

- Already commissioned but not yet broadcast TV programmes include New Street Law Series 2 and a new children's drama, *Desperados*, about a disabled basketball team.
- Already commissioned but not yet broadcast radio output includes *Rean's Girls*, a Radio 4 afternoon play written by Kaite O'Reilly, who is visually impaired; *Daybreak*, an afternoon play written by disabled writer Tom Ray and a commission for an afternoon play written by Sue Townsend who is now blind.
- Increase the number of disabled people working in production for the BBC, either in-house or through independent commissions.
- Continue to actively encourage the inclusion of disabled people in mainstream programming as well as targeted programming that works in the mainstream, such as *Beyond Boundaries* and *I'm With Stupid*.
- Begin the search for a learning disabled presenter for Children's on-air presentation.
- In radio, re-investigating ways to ensure that programmes featuring items of interest to the disabled audience are flagged on BCIDN BBC Manifesto Update to that audience. BBC Radio Factual is also considering introducing a regular Disability Newsletter.

EMPLOYMENT

2. The BBC aims to increase the number of disabled people in all areas of the workforce, including production

The DDA states that:

- It is unlawful to treat disabled applicants or employees less favourably for a reason related to their disability, unless that treatment can be justified.
- Employers must also make reasonable adjustments to premises or working arrangements that place a disabled person at a substantial disadvantage.

In order to meet these legal obligations, the BBC continues to:

- Review recruitment practices so that job opportunities are accessible to disabled people (advertising, selection and assessment procedures).
- Make reasonable adjustments for employees who are or become disabled during employment.
- The BBC's commitment to providing a reasonable level of support to its disabled staff was factored into the out-sourcing contract with Capita.

In addition the BBC is committed to:

- Assessing the current level of disabled employees and has set a Disability Employment Target of 4% to be met by December 2007 after which they will be reviewed. We are currently the only broadcaster to have a publicly announced target.
- Consulting with our disabled staff.
- Monitoring progress regularly at the Diversity Board; Mark Thompson chairs this board and members are all the Divisional Directors.
- Continuing to monitor our disabled workforce.
- Continuing to run Extend, maintaining its more recent, successful focus on placements in production areas and reviewing the feasibility of increasing the number of Extendees taken on annually. The pan-BBC Access Unit has now been in operation for five years, offering a range of services to disabled staff that ranges from access assessments for new starters or newly disabled existing members of staff to reasonable adjustments to trained facilitators who can undertake some production roles to general support and advice. In addition, they are now also advising production teams working with disabled contributors on technical and production related issues, such as Desperados.
- Continue to have a dedicated assistive technology manager.

ACCESS TO GOODS & SERVICES

3. The BBC aims to increase access to services, on and off air.

The DDA states that it is unlawful for service providers to treat disabled people less favourably, unjustifiably. Service providers:

- Must make reasonable adjustments to practices, policies and procedures that make it impossible or unreasonably difficult for disabled people to use the service.
- Must provide aids, such as a textphone or information in alternative formats (disc, tape or Braille), where they would help a disabled person use a service that would otherwise be inaccessible.

In broadcasting, "services" include:

- Programmes (subtitling, audio description and signing)
- Programme support services (helplines, booklets, fact sheets)
- Web sites

Service provision commitments:

- The BBC is committed to subtitling 100% of programming on BBC 1, BBC 2, BBC News24, BBC 3, BBC 4, CBBC and CBeebies by 2008.
- Currently 95% of BBC 1 and BBC 2, and 80% of the remaining channels, are subtitled.
- The BBC is committed to signing 5% of programming on all of the above channels by 2008.
- Currently, at least 4% of each channel is signed.
- Finally, the BBC is committed to audio describing 10% of programming on BBC 1, BBC 2, BBC 3, BBC 4, CBBC and CBeebies by 2008.
- Currently, at least 8 per cent of these channels' content is audio described. The BBC is exceeding its Ofcom quotas on access services each quarter and is also on track to meet the quotas required by Ofcom by 2008.

BBC Information provides programme details and other BBC public documents in a variety of accessible formats. The BBC Information Directory is available free; in addition to the standard version, there is also a simple English version, an audio version and a large print version.

Web site accessibility

The BBC has continued in its commitment to making its content as accessible to as wide an audience as possible. This has been reflected in the establishment of an accessibility team in 2005 and 2006, the first with a brief to deliver accessible educational content for BBC Jam [no longer on air] and the second focusing on the delivery of accessible future services, starting with BBC iPlayer.

- The first prototypes of bbc.co.uk's future subtitling service were seen in 2005/06 in both the Click Online and iMP (Interactive Media Player) Trials. The learning from these prototypes has enabled bbc.co.uk to develop the necessary technologies to deliver subtitling for its future content. This will culminate in the launch of the first subtitles service for online AV content as part of BBC iPlayer in 2007.
- The BBC launched My Web, My Way (bbc.co.uk/accessibility) in 2005. The web site aims to equip anyone using a computer with the tools and understanding to enable them to make the most of the Internet, whatever their ability or disability and regardless of the operating system (Windows, Mac or Linux) they use. The site provides advice and help to all those people who would benefit from making changes to their browser, operating system or computer by giving advice on a wide range of specialist hardware, such as alternative keyboards and mice, and software, such as voice recognition, screen reading and word prediction.

- Cbeebies have worked closely with young children with motor disorders, such as Cerebral Palsy, to design a dozen fun and inclusive games for children 6 years old and younger. The Cbeebies team have proved that designing and adapting games to be controlled by switches rather than pointing devices is “child’s play”, such as Roly Mo, Snag a Snoot, Teletubbies: Let’s Count, Teletubbies: Peek-a-boo, Tots TV: Counting Song (this works automatically with single switch), Boogie Beebies: What am I?; Razzledazzle: Chit Chat Chest, Something Special: Old Macdonald’s Farm, Something Special: Transport Snap, Tikkabilla: Emotion Theatre, Tweenies, Startastic Captain Jake: Tweenies, Hide and Hear, the Adventures of Debbie Duck, Tweenies: Make Music with Max (all these can be found on www.bbc.co.uk).

BBC iPlayer accessibility

The BBC is committed to making its broadcast and online products and services as accessible as possible. The BBC iPlayer proposal for an online TV catch-up service is no exception, bringing both best practice in accessible web site design and TV access services together in one service.

The interface has been built with the consultation of the BBC New Media Access Team and various accessibility consultants. This ongoing consultation has fed into every stage of the BBC iPlayer design, which has enabled the development team to build a platform from which accessible interfaces with additional accessibility features, such as the display settings options, can be built.

This BBC iPlayer will also feature TV-style access services (subtitles, audio description and British Sign Language). Each solution has been designed to maintain the high standards of the BBC’s linear TV services and will match the BBC’s TV access services commitments by 2008.

With accessibility as one of its key objectives, the BBC iPlayer will set the standards for accessibility for all future BBC digital services.

BBC WORKPLACE

4. The BBC aims to ensure access to its buildings

- In 2001 the BBC initiated a long-term process aimed at establishing improved access for disabled staff, visitors and artists across the BBC estate. We initially carried out a programme of site audits across the entire estate and this produced a substantial list of potential improvements for consideration and action. BCIDN BBC Manifesto Update Items identified ranged from minor works to more significant building improvements. BBC Workplace subsequently initiated a specific project to put in place a rolling programme of works that has so far led to a financial commitment in excess of £3m of improvements and upgrades across the estate.

Detailed improvements

The work so far carried out typically covers:

- External building approach and car parking provision
- New and improved ramping
- Reception works
- Toilet works (both new and upgrades)
- New doors, some door automation and improved vision panelling
- Better signage
- Provision of deaf alerters and hearing induction loops
- Lift-car improvement works
- A new lift for Belfast
- Lighting and colour contrast improvements for the visually impaired
- Renewal of and improvements to handrails
- Access improvements to studios and audience areas
- Better dressing room provision
- Projects to assist some disabled staff in their workspace.

New buildings and major refurbishments

In addition to the above, the BBC has also embraced access improvements into all of major site developments, most notably at White City and Broadcasting House in London and at Pacific Quay in Glasgow. Furthermore, when we carry out any significant upgrades or refurbishments to our present buildings, we always ask if we can build in access improvements. When proposing a move into a new site, we also ensure that a full DDA-related audit is carried out. The audit report informs our judgement as to the suitability of the site in question.

Ongoing commitment

All of the listed details here outline our seriousness in seeking to make necessary and important improvements. We recognise, however, that the process is not yet complete and that we still have a number of access challenges to overcome, particularly in some of our larger and older buildings. Nevertheless, our strategic vision is clear, and we remain fully committed to the process of improving accessibility across the BBC estate, wherever this is possible.

(2006)

EMPLOYERS' FEDERATION OF CEYLON

Code of Good Practice on Managing Disability Issues at the Workplace³

This Code, prepared by the Employers' Federation of Ceylon – Network on Disability, is intended to provide practical guidance on the management of disability issues at the workplace and is recommended for constructive consideration and adoption by employers as appropriate.

POLICY STATEMENT

The organization is committed to the creation of a diverse workforce, which accurately reflects the needs and aspirations of its employees, the customers and the community it serves. Organizations adopting this Code are also committed to the creation of effective workplace disability management practices to enable disabled employees to make a significant contribution in their place of employment, in jobs matched to their skills and abilities.

OBJECTIVES

The code aims to:

- Provide opportunities of productive employment to the disabled and improve employment prospects for persons with disabilities in the mutual interest of the employee, the organization and the society in general by facilitating recruitment, return to work, job retention and job opportunities for advancement.
- Promote a safe, accessible and healthy workplace.
- Ensure that the work environment and working practices do not present prejudices and unreasonable barriers, which may prevent disabled people participating fully in work for which they are suitably qualified within the organization.
- Maximize the contribution that employees with disabilities can make to the organization.

STATUS OF THE CODE

This Code does not impose legal obligations nor is it an authoritative statement of the law. Consideration of this Code for adoption is purely on a voluntary basis by those organizations that wish to promote the objectives recognized herein above or those related thereto.

³ Download from: www.empfed.lk/employment.html

WHAT IS A DISABILITY?

A disability can be defined as a physical, sensory, intellectual or mental impairment, which has an adverse impact on a person's prospect of securing, returning to, retaining and advancing in suitable employment.

OBLIGATIONS UNDER THE CODE

General

The organization is committed to treat a disabled person in a manner not less favourable than any other employee in relation to all matters pertaining to employment.

The organization shall make reasonable adjustments wherever possible to ensure the eradication of unfair/unethical barriers that hinder the contribution of disabled employees.

Listed are some examples of adjustments:

- Making adjustments in access to premises/work stations.
- Acquisition of appropriate equipment or modification of equipment as required.
- The grant of leave from work as reasonable for rehabilitation, assessment or treatment.
- Provision of training and retraining as relevant.
- Provision of special safety features as reasonably required.
- Ensuring appropriate supervision/mentoring.

Managers responsibilities – Recruitment and selection

- To ensure advertisements/applications are publicized in a non-discriminatory manner through the inclusion of a statement that promotes diversity in employment, and encourages applications from candidates with disabilities.
- Disabled job applicants who possess the essential selection criteria should be granted the opportunity of an interview.
- Staff involved within the recruitment process should be provided with an induction to the contents of this Code.
- Wherever possible the employer should accommodate adjustments to the recruitment process to enable candidates with disabilities to participate and perform on an equal basis with other candidates. For example, by permitting a sign language interpreter at the interview.

Induction, training and continuous support

- The line manager should ensure that information essential to the job and workplace such as job instructions, work manuals, information on staff rules, grievance procedures, and health and safety procedures are communicated to employees with disabilities in a format that assures that they are fully informed.
- The line manager will be responsible for conducting discussions with disabled appointees regarding their individual needs, such as the need for specific facilities and equipment. The line manager will also be responsible for ensuring that reasonable support is provided. Advice should be available from the team human resources adviser who can arrange to undertake or arrange ergonomic workplace visits by experts and advise on appropriate equipment and facilities as necessary.
- Confidentiality should be maintained at all times in relation to all matters pertaining to the disability as may be discussed and the appointee, in consultation with the line manager, shall decide what information concerning the disability is divulged to colleagues.
- It is desirable and recommended that a fellow employee acts as a temporary guide/mentor to offer assistance as necessary to the new employee by mutual agreement. The new employee should be informed of the first point of contact for advice or assistance on any issues in relation to the disability and the follow up procedure as may be required thereafter.

Career development

- Equal opportunities with other employees at the workplace should be afforded to employees with disabilities to acquire the skills and experience necessary to develop their full potential within the organization.
- Employees should be encouraged to apply for promotion, particularly where it appears that they may be reluctant to do so, because of an impairment arising from their disability, or perceived obstacles in their working environment.
- Information about career development and promotional opportunities should be made available and communicated in a manner and form that is accessible to employees with disabilities.

Health and safety

- Managers should pay particular attention to health and safety issues relating to disabled employees to ensure that they and their colleagues are fully aware of the safety procedures.

- The human resources division should be familiar with different methods of evacuation for disabled employees (wheelchair users or employees with mobility impairments). In all cases, individual disabled staff will be consulted regarding the procedure for evacuating the building in a safe and dignified manner, in advance of any emergency, i.e. as part of risk assessment.
- Unit heads and/or line managers should ensure that a risk assessment is carried out and a personnel evacuation plan drawn up.

Employees being disabled while in employment or aggravation of disability

- In the event that an employee was to become disabled during the course of his/her employment, or a disability is aggravated, the primary aim is to enable the employee to retain or return to his/her substantive job. Where it is not reasonably possible to do so the employee should be found suitable alternative employment within the organization with due regard to the employee's skill and competence, with re-training opportunities provided where necessary.
- The line manager will need to consult the disabled employee at appropriate stages about what his/her needs are and what effect the disability might have on future employment. For example, where the employee has a condition that could gradually worsen/deteriorate.

Providing work experience opportunities for disabled people

- The organization will encourage and promote the offer of work experience/training opportunities to disabled people in different skills and competencies with a view to enhancing their career development and enabling access to employment.

ISSUES AND CONCERNS RAISED BY DISABLED APPLICANTS AND EMPLOYEES

- A disabled employee will have the right to raise any matter of concern pertaining to or arising out of his/her disability with the line manager in the first instance, and if required, follow it up thereafter in accordance with a recognized procedure with the management.
- Where a job applicant or employee perceives an experience of discrimination or disadvantage in relation to his/her disability during the recruitment process or while in employment, an avenue should be made available for such perceived grievance to be drawn to the attention of the relevant team human resources advisor/manager; and such grievance should be suitably investigated and addressed as required.

- The human resources division will also welcome feedback on this Code, particularly in relation to any concerns or issues that any employee may have in relation to its applicability and operation.
- The employer will not condone any activity of harassment on grounds of disability.

7. RESPONSIBILITIES FOR IMPLEMENTING THE CODE

The employer is responsible for ensuring that staff members who are involved in selection and other employment related areas be adequately informed and trained in relation to disability issues. All employees in the organization should also be familiar with the provisions of this Code to ensure that the principles and practices as outlined in this Code are observed.

(2006)

INTERNATIONAL LABOUR OFFICE (ILO)

Policy on the Employment of Persons with Disabilities

1. The Office is committed to providing equality of access to employment in the International Labour Office, recognizing that it is in the Office's interest to recruit and maintain a diverse and skilled staff, which includes persons with disabilities. It is therefore the policy of this Office to actively promote equal access to employment opportunities within the ILO for persons with disabilities. To this end, the Office undertakes to identify and eliminate barriers to the employment, advancement and retention of persons with disabilities and to promote a workplace culture based on fair practices which will safeguard the rights of persons with disabilities to be treated with dignity and respect and to enjoy equal terms and conditions of employment. In this regard, the Office notes that special positive measures designed to meet the particular requirements of persons with disabilities are not regarded as discrimination against other workers.

Scope and application of the policy

2. The Office recognizes that people with disabilities include those whose disabilities are readily apparent as well as those with less apparent disabilities. Whether or not a disability is obvious, reasonable accommodation may be required to enable the person enjoys equal access to employment, as well as equality in all terms and conditions of their employment. This policy applies to the selection and recruitment process at the time of initial appointment as well as throughout the career of the staff member and to the job retention and return to work of persons who acquire a disability in the course of their employment.

Definitions

3. A "person with a disability" is defined as:

*An individual whose prospects of securing, returning to, retaining and advancing in suitable employment are substantially reduced as a result of a duly recognized physical, sensory, intellectual or mental impairment.*⁴

4. The Office recognizes that a disability may be temporary in nature.⁵ It undertakes to take reasonable measures to accommodate disabilities of a temporary nature wherever practicable.
5. The term "reasonable accommodation" is defined as appropriate measures enabling a person with a disability to have access to, participate in, advance

⁴ This definition is taken from *Managing Disability in the Workplace*, ILO Code of Practice (2002), paragraph 1.4, which expands upon the definition of disability set out in the Vocational Rehabilitation and Employment (Disabled Persons) Convention, 1983 (No. 159).

⁵ A temporary disability is defined as an impairment that is not expected to persist for longer than 12 months.

in employment, undergo training or other career development opportunities. It may include adaptation of the job, including adjustment and modification of machinery and equipment and/or modification of the job content, working time and work organization, and the adaptation of the work environment to provide access to the place of work, to facilitate the employment of individuals with disabilities. The requested accommodation should not impose a disproportionate burden on the Office, in financial terms or in terms of its practical implications, effects on the overall work process and length of the envisaged employment contract.

Reasonable accommodation

6. The Office undertakes to provide reasonable accommodations necessary to enable a person with a disability to enter into and remain in employment with the ILO. The principle of reasonable accommodation applies to all aspects of employment, including:
 - Recruitment, selection and appointment
 - Career guidance and development
 - Training opportunities
 - Promotion or transfers
 - Job retention
 - Return to work
7. It is incumbent upon the person with a disability to inform the Office of the need for a reasonable accommodation, particularly where the need for such accommodation may not be readily apparent. The nature and extent of the accommodation required should be determined by the particular needs of that individual. The Office may decline to provide the accommodation if to do so would impose a disproportionate burden. It shall be for the Office to demonstrate this element in the event that it declines to provide the accommodation requested.

Selection and recruitment

8. The Office encourages persons with disabilities to apply for positions within the Office. It will therefore include a positive reference to the ILO's policy on the employment of persons with disabilities in the vacancy announcement for posts, by stating that applications from persons with disabilities are welcome. In addition, wherever possible, the Office will also disseminate notices concerning vacant posts to specialist publications and organizations promoting the employment of persons with disabilities.

9. Recruitment and selection procedures will also include the following positive measures:
- Application forms will request candidates with disabilities to detail the accommodation they require to enable them to compete for the position on an equal basis with other candidates, and every effort will be made by the Office to comply with all reasonable requests.
 - When a person with a disability is undergoing a competition or selection interview, the Resourcing Unit of the Human Resources Development Department or, if the selection process is decentralized, the person responsible for coordinating the selection and recruitment process, will ensure that appropriate arrangements are made for the reception of any candidate with a disability and for the provision of any assistance that that person may require in coming to the interview, in taking part in the interview and in carrying out tests (including but not limited to access to buildings, special equipment, allocation of additional time during the interview or test administered during the recruitment and selection process). Pre-employment tests administered should be in a format accessible to candidates with disabilities.
 - Members of interview panels will be given guidance on the interview and selection process for persons with disabilities.
 - The selection criteria will be reviewed to ensure that candidates are selected according to objective criteria related to the essential requirements of the post and that there are no criteria that might indirectly discriminate against candidates with disabilities for non-work-related reasons.
 - The ILO vacancies website will be maintained in accordance with current accessibility standards to enable access by the widest possible audience.

Similar positive measures should also be taken in the area of recruitment of interns.

Career development and training opportunities

10. Once they are recruited, officials with disabilities have the right to fully develop their career potential on an equal basis with officials who do not have a disability. To this end, the Office is committed to providing officials with disabilities with equal access to training and career development opportunities as that enjoyed by officials who do not have a disability (with reasonable accommodation provided where required).
11. Information about career development, advancement and training opportunities will be made available and communicated in a format accessible to officials with disabilities, particularly where such information is communicated electronically.

12. Opportunities for officials with disabilities to participate in training programmes, seminars, conferences and other fora that might afford opportunities for advancement will be developed and disseminated to the extent possible. The use of readers, interpreters and adapted materials will be facilitated, where necessary and appropriate, to promote the full participation of officials with disabilities in such events.

Appraisals

13. The performance appraisal of officials with disabilities will be undertaken according to the objective criteria related to the essential tasks of the job occupied by the official being appraised. Such appraisals will make every effort to avoid application of any criteria which would indirectly discriminate against the official on the basis of the disability or of any reasonable accommodation provided to assist the official concerned in performing the essential tasks of the job.

Retention in employment and return to work

14. If a staff member acquires a disability or an existing disability becomes more severe, the Office will take positive steps aimed at enabling the staff member to remain in suitable employment or to return to work following an absence resulting from an acquired or increased disability. In consultation with the staff member, the Office will seek to identify and put in place reasonable accommodations to facilitate their retention or return to work. Such measures may include adaptation of the workplace, work schedules and work organization, retraining or redeployment.

Working environment

15. Where appropriate, the Office will consult with the official concerned to determine what reasonable accommodations may be required to facilitate his or her employment. The Office is committed to taking all reasonable measures to eliminate physical or technical workplace barriers to the employment of persons with disabilities, including:

Buildings

(a) All new buildings or improvements to existing buildings occupied by staff members should comply with the relevant local national legislation in respect of the access and utilization of public buildings by persons with disabilities. In this respect, the Office will take all reasonable measures to ensure that officials with disabilities are allocated office accommodations compatible with their particular needs, including the provision of designated accessible entrances and exits to the buildings and designated parking, where necessary. Emergency facilities must be appropriate to all officials with disabilities.

Office environment

(b) The Office will take steps to ensure that the office environment is suited to a person with specific needs, including where appropriate, an ergonomic assessment of the office environment when a newly recruited staff member with a disability commences employment and whenever a staff member's move to a different office entails a significant change in the office environment, such as a move from headquarters to a field office.

Meetings, conferences, workshops and seminars

(c) The Office will take all reasonable measures to ensure that persons with disabilities are able to participate fully in meetings, conferences, workshops, seminars and other fora. Presentation aids or other media should, as far as practicable, be accessible to people with physical and sensory disabilities, and relevant materials should be available in accessible formats. Attention will also be paid to the accessibility of the venues where events are held, to ensure that they are accessible to officials with disabilities.

Flexible work arrangements

(d) Where reasonable and appropriate, flexible working arrangements will be agreed upon between the staff member concerned and the applicable line manager to meet both the Office's work requirements and the particular needs of the official. Some examples of good practice in this area include:

- Flexible starting and finishing times to accommodate the difficulties that some persons with disabilities encounter in getting to and from work using public transportation;
- Regular breaks during the work day to accommodate the needs of officials with disabilities who require periodic medication or rest periods;
- Other measures, such as reduced hours or teleworking arrangements, with adequate technological support being provided by the Office.

Access to information

(e) The Office will take steps to ensure that information technology tools available to staff members, including intranets, applications and databases, are available in accessible formats. In this regard, officials with disabilities shall be consulted concerning special equipment or furniture that might be necessary to enable them to perform the essential functions of their job, including through enabling them to access information technology tools.

Dissemination of information and awareness training

16. General information on disabilities in the workplace and the rights and duties of persons with disabilities will be provided to all staff to ensure a full understanding of this policy and its underlying principles.

Monitoring and implementation

17. The Office will conduct periodic audits of the number of candidates with disabilities in competitions, the number who are included on the short lists for competitions and the number selected and appointed. In addition, the Office will conduct reviews every five years of the effectiveness of the positive measures undertaken pursuant to this policy to promote employment opportunities for persons with disabilities and take steps to improve the effectiveness of such measures, as necessary.

Confidentiality of information

18. The Office will respect the confidentiality of information provided by anyone relating to his/her disability or health status.

Transitional provisions

19. The Office stresses that, while it remains firmly committed to the principle of equal access to employment opportunities within the ILO for persons with disabilities, it may not be in a position to immediately remove all barriers to the full implementation of this policy in each individual case. The Office nevertheless undertakes to continue to move forward to implement fully all of the protections of the policy.

(July 2005)

MARRIOTT INTERNATIONAL

Employing People with Disabilities

At Marriott, workforce diversity is valued and respected. The company's commitment to the development of human potential and the principle of equal opportunity dates back more than 75 years. Today, Marriott International is a leading hospitality company, employing some 133,000 associates throughout the world.

Marriott places strong emphasis on abilities rather than disabilities. Experience has shown that people with disabilities can be productive members of the workforce. Industry findings confirm this: Job accommodation costs are generally minimal and often cost nothing at all; employees with disabilities are no harder to supervise than employees without disabilities; employees with disabilities have safety records that equal their non-disabled peers; and employees with disabilities perform their job as well as other employees in similar positions.

Recruiting people with disabilities is an integral part of Marriott's employment program. Central to the company's strategy is to broaden the applicant pool by initiating beneficial relationships with a range of organizations that help integrate people with disabilities into the workforce.

The passage of the Americans with Disabilities Act (ADA) provided Marriott the opportunity to carefully examine company facilities and employment practices to ensure that they not only comply with the law but fulfil the expectations and needs of people with disabilities. Through the company's Equal Employment Opportunity Department, an ADA task force developed a comprehensive training program entitled "Breaking Down Barriers," that is designed for associates at all levels. While the ADA ensures people with disabilities will not be overlooked, this program helps Marriott provide an environment that meets both the letter and spirit of the Act.

Several principles guide Marriott's efforts to effectively employ people with disabilities: Open communication of expectations and standards is key to an effective programme; awareness and education in both management and staff is critical to hiring and retaining employees with disabilities. Most importantly, matching individual skills, abilities and interests with job requirements is central to a long and mutually beneficial employment relationship.

Marriott believes that it simply makes good business sense to hire the best individuals, regardless of whether they have a disability. The company will continue to provide equal opportunity for all employees and to be a leader in employing people with disabilities. As each person gains, so does Marriott. The efforts and commitment of every individual contributes to the company's success.

MARRIOTT FOUNDATION FOR PEOPLE WITH DISABILITIES

Bridges... From School to Work (United States)

The Marriott Foundation for People with Disabilities was established in 1989 by the family of J. Willard Marriott, founder of Marriott International. Richard E. Marriott, chairman of Host Marriott Corporation, serves as chairman of the Foundation's board of trustees.

The Foundation's mission is to foster the employment of young people with disabilities. To achieve this, it developed and operates "Bridges...from school to work," a program that places young people with disabilities who are preparing to exit high school in jobs with local employers. With a long term focus on career development, the program continues to work with these youth to help them grow and advance on the job. Bridges was launched in late 1989 in Montgomery County, Maryland, where it continues to operate. It has since been established in the inner cities of Atlanta, Chicago, Los Angeles, Philadelphia, San Francisco and Washington, DC.

Education, training and support are central to the Bridges models. To prepare youth for the workplace, the program provides orientation and training for youth and their families. To assist employers, Bridges offers coaching that addresses workplace issues such as communication, supervision and discipline. To support the placement process, Bridges staff at each program site help identify appropriate positions, match the young person's interests and capabilities with job requirements and provide ongoing assistance to employers and youth. Additionally, they support and involve employers and youth in the planning and development of vocational growth opportunities.

To date, Bridges programs have facilitated the placement of more than 7,800 young people in competitive jobs with over 1,500 employers. The great majority of those youth are members of ethnic or racial minority groups and many face additional socio-economic challenges. Bridges currently serves an additional 1,100 youth annually. For these young adults the future holds the prospect of productive and fulfilling work of a new and important role as contributing members of their communities.

The Marriott Foundation for People with Disabilities is a non-profit organization and its Bridges projects are funded in part by grants from the US Department of Labour and the US Department of Education.

(June 2005)

NIKE

Nike and People with Disabilities

Nike's mission is "To bring innovation and inspiration to every athlete* in world." And in the words of Nike co-founder Bill Bowerman, we believe that "if you have a body, you are an athlete".

But first you are a human, an individual with rare talents and singular perspective, diverse from all the rest. Nike was built on fierce independence, pride, imagination and guts. The company is growing into a diverse and creative workplace that produces some of the best and most innovative athletic footwear, apparel and equipment in the world. Since our focus is always to help athletes reach their full potential, we aren't daunted by our differences. We revel in them, using our diversity to elevate everything we do.

Diversity at Nike means honoring a world of ideas, opportunities and people driving our company. Nike seeks to engage employees who reflect and understand our consumers and athletes. We believe in and encourage a variety of views, practices and backgrounds among our supplier base. We strive to build a workplace that helps every individual and community within Nike to flourish.

DISABILITY BY THE NUMBERS

Though accurate statistics are difficult to determine, the ILO estimates that there are 610 million people with disabilities living worldwide, with an estimated 400 million people with disabilities in the developing world. Disability is estimated to affect 10 to 20 per cent of every country's population, a percentage that is expected to grow because of poor health care and nutrition early in life, growing elderly populations and, in some countries, civil conflicts. There are an estimated 39 million people across Europe with some type of disability, 54 million people in the United States and approximately 100 million in the US who are touched by disability through close ties with someone they know.

Nike is a company of approximately 25,000 employees of all abilities. Nike recognizes the benefits of a diverse workforce and is dedicated to educating our employees and the community on the profound impact and value that employees, athletes and consumers with disabilities contribute to the success of our business and the enrichment of the communities where we live and work.

NIKE AND ATHLETES

Nike's DNA is tightly wound around competition. We honor athletes and the competitive nature of sport. We seek excellence wherever it may be. And that wholeheartedly includes athletes who overcome disabilities with a fierce desire to compete.

Casey Martin Award

Professional Golf Association member and Nike athlete Casey Martin continues to build awareness about Klippel-Trenauny-Weber Syndrome, a rare, incurable and degenerative condition that causes chronic leg pain, making it physically impossible for him to walk during tournaments. Undaunted by either the disability or PGA roadblocks that threatened his golf career, Martin sued the PGA Tour in 1998, claiming that the Tour's denial of his request to ride a cart during events violated his civil liberties under the Americans with Disabilities Act. Martin emerged victorious.

In 2001, Nike created the Casey Martin Award to recognize the efforts of an athlete who, like Martin, has overcome physical, mental, societal or cultural challenges to excel in their sport or who supports other athletes who face similar challenges. Winners of the award include Eli Wolff (2001), a member of the US Paralympic soccer team and a leader in academic research in the field of athletic disabilities; Rudy Garcia-Tolson (2002), a 14-year-old double-amputee swimmer and track athlete from Bloomington, Cal., who devotes significant advocacy for the Challenged Athletes Foundation; Emmanuel Oforu Yeboah (2003), a 26-year-old cyclist and disability awareness activist from Ghana; and Jesse Billauer, a quadriplegic surfer who started a foundation called Life Rolls On to spread awareness about spinal cord injuries. The award includes a silver medal and a US\$25,000 grant to a charitable organization of the winner's choosing that supports the disabled.

Nike provides support and assistance to other disabled athletes including distance runner Marla Runyan who is legally blind, golfer Dennis Walters, the NBA Portland Trailblazers' Wheel Blazers basketball team, and various Canadian men's and women's basketball wheelchair teams as well as Canada's Paralympic Team through the Canadian Track & Field Federation.

In January 2004, Nike became an official sponsor and licensee of the 2006 and 2008 US Olympic and Paralympic Teams, as announced by the US Olympic Committee. For the first time ever, US Olympic and Paralympic athletes will be wearing the innovation and inspiration embodied in Nike's athletic footwear and apparel on the victory podium.

The partnership between two of the premier organizations in sports will help enhance the visibility of US athletes. The relationship will also create new opportunities for both organizations to effectively enhance grass roots programs and will provide greater support to Olympic and Paralympic sport and athletes at all levels.

NIKE AND THE DISABLED COMMUNITY

Nike extends its support for people with disabilities into the community, with participation in various civic organizations, associations and agencies in an ongoing effort to aid and educate the public about disabilities.

In January 2003, Nike joined forces with the Abilities Fund to help develop and promote entrepreneurship as a route to economic independence for people with disabilities. The Abilities Fund provides technical assistance to support Nike's efforts to extend its procurement and supplier diversity program to businesses owned by people with disabilities. Nike, in turn, has given the fund a grant to support the organization's efforts in the economic advancement of people with disabilities.

In June 2003, Nike began supporting the Rick Hansen Wheels In Motion fundraising event. Some 11,000 Canadians participated in events in more than 160 communities across Canada. Participants biked, skated, ran, wheeled and walked to help improve the lives of people with spinal cord injuries. More than \$600,000 was raised for critical spinal cord research.

Nike's Europe, Middle East and Africa region supports individual community affairs programs at national and local levels in Belgium, France, Germany, Holland, Spain and the United Kingdom. In Spain where Nike partners with the foundation Empresa y Sociedad, several of its projects are targeting people with disabilities. All projects are driven by the belief that sport can function as an important catalyst for social cohesion. NikeTown Berlin's Volunteer Program, now in its fifth year, is helping set a national trend of charitable activity in which annually 16 store employees are given the opportunity to work in social projects involving sports in the disadvantaged community.

Since 1972, Nike employees and athletes have contributed cash, product, in-kind services and volunteer time to a variety of community programs and non-profit organizations, many of which serve the disabled community. Nike donates 3 per cent of its prior year's pre-tax profits to community programs around the world, including the Lance Armstrong Foundation, AIDS Resource Alliance, International Special Olympics, among others.

Since 2000, Nike through its employees has donated more than \$500,000 to US health-related organizations through its Employee Match Program, including Special Olympics Oregon, Oregon Games, the Muscular Dystrophy Association, Cystic Fibrosis, the Maine Handicapped Skiing program and many others. In Oregon, Nike supports CCI Enterprises, a non-profit rehabilitation service organization that provides vocational training, job placement and employment services for people with disabilities.

NIKE DISABLED EMPLOYEES AND FRIENDS NETWORK IN THE US

Nike's Disabled Employees Network (DEN) was formed in March 2000 and is part of the company's Employee Diversity Network. DEN's mission is "to add value and enrich Nike and the communities in which it operates by promoting the inclusion and full utilization of employees with disabilities".

DEN is open to all US employees and meets monthly, engaging in an active agenda that includes sponsorship of activities geared around October's National Disability Employment Awareness Month, hosting disability mentoring days, showcasing adaptive sports, bringing in guest speakers and more. The network assisted in the planning and execution of Nike's corporate sponsorship of the first FlexAbility Conference in October 2001, which was part of an Oregon state-sponsored public information campaign designed to help businesses recruit, hire and retain people with disabilities.

Nike is proud to hold gold-member status with the National Business and Disability Council, thanks to the efforts of Nike DEN. The Council is the leading national corporate resource for hiring, working with and marketing to people with disabilities.

DEN routinely works with Nike Facilities to monitor, assess and improve access for people with disabilities. The network is also proud of its close relationship with Nike's Staffing and Employee Relations division, in which the groups work together to increase hiring and retention of employees with disabilities.

NIKE AND ADVERTISING

In Nike's celebration of athletes, we hold up shining examples of the competitive spirit, such as the drive of a wheelchair athlete in early "Just Do It" advertising in the late 1980s. We featured HIV-positive marathoner Ric Munoz in another Nike "Just Do It" ad in 1995, which *Entertainment Weekly* recognized as one of the "50 Greatest Television Commercials of All Time." Australian paralympian John Maclean found the spotlight in a September 2002 ad.

NIKE AND THE SPECIAL OLYMPICS

Since December 2002 Nike's Europe, Middle East and Africa (EMEA) regional office has partnered with Special Olympics Europe and Eurasia, focusing on the Special Olympics Europe/Eurasia Women's Football Development Project. The project introduces the "unified" concept: Players with mental handicaps play together with fully able women. In June 2005, a pan-European event will bring together participants from 12 countries with approximately 1,000 players from all over the region.

In September 2003, Special Olympics and Nike announced a partnership program in China targeted to reach 6,000 new athletes, increasing the number of Special Olympics athletes in that country to 186,000. This program is part of a five-year plan to recruit, train and offer competitive experiences to 500,000 athletes in China by 2005. Nike is donating 600 NikeGO product and equipment kits, valued at \$550,000, which Special Olympics China will distribute to local schools in the coming year.

In Oregon, Nike and Special Olympics Oregon have been partners for more than a decade. In July 2003, Nike was honored for its sponsorship of 16 athletes ranging in age from late teens to early 40s, who have excelled in their sport and represented the state in the first World Games for the Special Olympics ever to be organized outside the US.

EMPLOYING PEOPLE WITH DISABILITIES

Contract footwear factory Chang Shin in Vietnam has been promoting employment for people with disabilities since 2001, when they started a one-year trial program for disabled employees wanting to work full time and helping to integrate employees with disabilities more fully into society as respected citizens. Nike provides technical support to the contract factory to enable this process. In July 2003, Nike and six of Chang Shin's footwear contract factories donated \$3,000 to the Golden Heart Fund to sponsor the National pre-Para games for athletes with disabilities.

At Nike's Wilsonville Distribution Center in Oregon, Nike has contracted with CCI, Inc., who in turns employs approximately 15–27 individuals with developmental disabilities or hearing, sight and psychiatric impairments as a transition step in their work progression from a CCI sheltered site. These persons handle boxing operations for the distribution centre, which involves folding diverse-sized boxes for packing and shipping, stapling operations and line sequencing of different-sized boxes on conveyor belts as needed for packaging shoes.

Job openings at Nike are automatically posted through the National Business and Disability Council (NBDC) web site (www.business-disability.com). Nike's staffing group is in process of researching other web sites that focus on job seekers with disabilities.

Nike makes reasonable accommodations for employees with disabilities, whether they are a new hire with a disability or an employee who experiences an onset of disability. Nike's Employee Relations department works with the employee, Facilities department and the Corporate Responsibility Ergonomics department to make necessary accommodations.

In 2003, Nike received a private sector Employer-of-the-Year award from the Oregon Commission for the Blind for its willingness over the years to make accommodations for Irene Faulkner, a long-term employee who is blind, committing to hiring someone to make their web site accessible and sponsoring the Blind Ambition dragon boat team, which consists of legally blind individuals. Additionally, Nike has sponsored Disability Mentoring opportunities and will be serving on OCB's employer's advisory board.

NIKE'S ONE SHOE BANK

The One Shoe Bank is a service offered by Nike to amputees. A small inventory of single shoes is collected and kept in the Wilsonville distribution centre and made available free of charge to amputees who contact the program. The operation of the One Shoe Bank is handled on a part-time basis by Nike Consumer Affairs.

(May 2005)

NIKE

Code Leadership Standard on Non-Discrimination

STANDARD

Hiring, wages, benefits, promotion, termination or retirement must be based solely on an employee's ability to perform the job function. All Nike contractors must be committed to equal treatment of all individuals – regardless of race, color, sex, national origin, age, religion, marital status, sexual orientation, gender identity, gender expression, veteran status, disability or any other factors that are not job related.

REQUIREMENTS

1. Each contractor must have a written policy against discrimination that includes:
 - Statements requiring adherence to the local law;
 - The name and title of the individual responsible for administering the policy;
 - Method(s) of voicing internal grievance(s);
 - A statement that the decisions for hiring, salary, benefits, advancement, termination or retirement are based solely on the ability of the employee to do the job.
2. Each contractor must post this policy on employee notification board(s).
3. Each contractor must communicate this policy during new employee orientation and at ongoing management meetings.
4. Each contractor must not require prospective employees to disclose personal information that is not relevant to the job or legally applicable.
5. Each contractor must communicate job openings to existing employees.
6. Each contractor should evaluate current practices by reviewing job applicant documentation to ensure adherence to policy.
7. Each contractor must follow local requirements for employment of designated categories of employees, such as those who are physically impaired.
8. Each contractor must provide pay equity, promotion, retirement and/or termination options based solely on employees' educational and professional qualifications and their ability to perform job functions.

(October 2002)

WESTPAC BANKING CORPORATION

Westpac's 2006 Accessibility Action Plan 2006⁶

Editor's note: The following is an excerpt from the 58-page Westpac Accessibility Action Plan 2006. The plan includes nine objectives related to disability awareness, employment of people with disabilities, access to Westpac's web site, telephone banking services and self-service facilities, accessibility of premises, inclusion of disabled persons in marketing and promotion, business area initiatives and monitoring and evaluation. This excerpt includes introductory information and the action plan for Objective 2: Increase employment of people with disability.

"As a global leader in responsible business practices, we are committed to seeking an environment in which customers with disability have appropriate access to our products and services, and employees are chosen on the basis of the best person for the job, whether that person has a disability or not." *David Morgan, Chief Executive Officer*

EXECUTIVE SUMMARY

Westpac's 2006 Accessibility Action Plan represents the bank's ongoing commitment to ensuring better access to banking services and employment opportunities for people with disability.

Highlights of the Plan, the third to be lodged with the Human Rights and Equal Opportunity Commission since 2001, include:

- Establishing a new awareness training program 'Do the Right Thing' that all current employees must complete by February 2007
- Providing Auslan interpreter services at our Annual General Meeting, which would also be available via webcast
- Captioning all high-end videos viewed by customers visiting our foyers as well as employees
- Redesigning the queuing system in refurbished branches to provide audio and visual prompts without the use of tickets and rope barriers
- Working more closely with our recruitment suppliers to attract candidates with disability and facilitate their success
- For the first time, providing mental health awareness training for the more than 3000 leaders who manage diverse teams.

In addition, we will continue to improve access through enhancements in technology and work with our top 100 suppliers to influence their policies on equitable access.

⁶ Download from: www.westpac.com.au/internet/publish.nsf/Content/WICRCU+Disability+Action+Plan
The document is also available in other formats.

As a global leader in corporate responsibility we believe this is the right thing to do. With more than 8 million customers, 27,000 employees (including about 4 percent who have a disability and 16 percent who are carers) and 270,000 individual shareholders, we also believe it benefits everyone, including people with disability, and helps to build the long-term sustainability of our business.

INTRODUCTION

As a global leader in responsible business practices in our sector, Westpac believes in the principles underlying the Federal Government's 1992 Disability Discrimination Act (DDA). Discrimination against people with disability should not be tolerated.

As we outline in *Our Principles for Doing Business*,⁷ we are committed to seeking an environment in which customers with disability have equitable access to our products and services and employees are chosen on the basis of the best person for the job, whether that person has a disability or not. With more than 8 million customers, 27,000 employees and 270,000 individual shareholders, we have a responsibility to do the right thing by them and the communities in which we have been operating since 1817.

Since the launch of our first and second Disability Discrimination Action Plans in 2001 and 2004, significant progress has been made in delivering against our commitments. We have successfully completed nearly 80 percent of initiatives identified in our previous Plans. Among those initiatives that remain incomplete, many have been overtaken by developments in technology and changes within our business. Those that are still appropriate have been transferred to this new Plan to ensure their ultimate completion or until they become part of day-to-day business activities.

While we recognise that there is still a way to go, we were encouraged to note that as we developed our latest Disability Discrimination Action Plan, which we now refer to as our Accessibility Action Plan (AAP), Westpac as an organisation had moved beyond the compliance era to one where people in many of our business areas are routinely taking a proactive approach to accessibility issues. Addressing these issues is increasingly becoming simply 'the way we do things around here'.

Underpinning this shift is a rich set of principles and values that reinforce the way we behave in our teams and with our customers, and ensure transparency, fair dealing and the protection of stakeholder interests.

⁷ Our Principles for Doing Business, which lays out how the bank conducts its business in a way that meets its social, environmental and economic responsibilities, is available on www.westpac.com.au

OBJECTIVE 2: INCREASE EMPLOYMENT OF PEOPLE WITH DISABILITY

Description

One of Westpac's key strategic objectives is to be an 'employer of choice', attracting committed and highly motivated employees who support our core values. This means recruiting the best people, which includes people with disability. Our aims are therefore to:

- Ensure Westpac's recruitment and attraction practices fully support Equal Employment Opportunity
- Ensure Westpac sources a diverse range of candidates, including people with disability, via agencies and directly through Careers@Westpac (C@W)
- Focus on working towards a sustainable solution to employing people with disability.

Our flexible workplace practices are designed to accommodate the varied personal circumstances in which our employees work and live. Westpac has in place non-discriminatory recruitment policies and procedures relating specifically to people with disability. These are included in Westpac's Employee Guidelines and Recruitment Resources Centre, available internally on the Intranet. Externally, information is found on our website www.westpac.com.au under the 'Westpac Info' tab/Careers/Diversity.

Presently, it is difficult to directly measure the prevalence of disability in our workforce. This is why we undertake an annual voluntary census (via our Staff Perspectives Survey) on the diversity of our employees, involving disclosure of disability. Whilst ensuring our employees' right to privacy is protected, this information assists us to continuously improve Westpac's workplace practices.

Measurement Method

- Westpac employees have completed disability awareness training and been informed about the 2006 AAP
- Employees and managers have access to and understand the relevant non-discriminatory policies on recruiting, training and offering opportunities to people with disability, including 'workplace accommodations'
- No complaints are made under the DDA 1992 or under State or Territory anti-discrimination legislation
- Labour force statistics and, where possible, statistics on workplace accommodations

General Manager Responsible

GM Group People & Performance

ACTION

RESPONSIBILITY

2.1 Recruitment Supplier Review

Use the refresh of current panel to review their ability to source and manage a pipeline of diverse candidates:

- Review aspects of agencies' own culture at the initial stage of requesting information
- Review experience in sourcing diverse candidates
- Embed as requirement in Terms and Conditions, Service Level Agreements

GM Group P&P
Careers@Westpac

2.2 Attraction and Sourcing

- Continue to work with our current partner, Disability Works Australia
- Investigate establishing a new partnership with an external provider to increase the potential pool of candidates with disability
- Adopt a more proactive approach by giving access to our roles directly to suppliers
- Review advertising guidelines and diversity statements

GM Group P&P
Careers@Westpac

- Expand advertising e.g. non-mainstream media with a target market of the disability sector; additional job search sites
- Produce supporting marketing materials

GM Group P&P
Careers@Westpac

2.3 Education

- Identify and engage core group of hiring managers as champions
- Review advertising guidelines and diversity statements
- Include tagline encouraging people with disability to apply

GM Group P&P
Careers@Westpac

2.4 Review recruitment process to ensure equitable outcomes for all candidates

GM Group P&P
Careers@Westpac

2.5 Monitoring & Measurement

Continue the existing tracking process and measures with current and new providers

GM Group P&P
Careers@Westpac

2.6 Workplace adjustments

Maintain relationship with ergonomist to advise on property-related workplace modifications where required for staff with disability

GM Group Property

DATE

TARGET OUTCOME

Sept 2006 (completed)	Preferred supplier agencies source diverse candidate pool.
Dec 2006	C@W access an increased pool of diverse candidates for roles advertised externally by C@W and for volume roles managed by Hudson
Dec 2006	Reach a wider audience of potential candidates
March 2007	<ul style="list-style-type: none"> ● Core group hire and promote diverse candidates ● Greater awareness among hiring manager community of Equal Employment Opportunity
First full review by 30 Sept (completed) then ongoing	Ensure the recruitment processes of both C@W and our partner agencies fully support Equal Employment Opportunity
Sept 2006 (completed) and ongoing	Ability to review candidate pipeline from agencies and via direct recruitment and identify sources of blockage
Ongoing	Ergonomist available as required

GOOD PRACTICE EXAMPLES

Many companies and employers' organizations in Asia and the Pacific have had successful experiences in hiring disabled workers. Hiring has helped them increase productivity, gain competitive advantages in labour markets, widen their consumer base and improve their turnover rates, publicity, customer service records and workplace morale. This section includes examples of such good practice in training and/or hiring people with disabilities.

The examples come from:

- **CEI Plastics**
Sri Lanka
- **Chang Shin**
Viet Nam
- **CJ Telenix**
Republic of Korea
Web site: www.cjtelenix.com
- **Employers' Federation of Ceylon**
Sri Lanka
Web site: www.empfed.lk
- **Jollibee Foods Corporation**
Philippines
Web site: www.jollibee.com.ph
- **JW Marriott**
Hong Kong SAR, China
Web site: www.marriott.com/hkgdt
- **Kyobo Life Insurance**
Republic of Korea
Web site: www.kyobo.co.kr
- **Nanglo International**
Nepal
Web site: www.cybersansar.com/nanglos
- **Panasonic**
China
Web site: www.panasonic.cn
- **UBS AG**
Asia and the Pacific
Web site: www.ubs.com

CEI PLASTICS

Sri Lanka

Within Sri Lanka's Employers' Network on Disability, CEI Plastics is a role model. Its efforts in hiring disabled workers have been pioneering, and it has demonstrated that workers with disabilities are as – or more – productive than their non-disabled peers. According to CEI factory director Anver Dole, "Disabled workers are eager to learn, easy to teach and generally more conscientious than their non-disabled peers. Their production is often way above the average, and they interact very well with other employees."

With approximately 300 employees, CEI Plastics is the major supplier of plastic moulded products to Sri Lankan and international companies, such as Coca-Cola, ICI Paints and Unilever. Of its employees, more than 40 have a disability, including many workers who are completely blind. Others have visual impairments that do not render them completely without sight, and some have physical or intellectual impairments.

CEI Plastics operates shifts 24 hours a day, and its disabled employees are fully integrated into its range of assembly and manufacturing lines. With everyone working alongside each other, it is difficult to tell which workers are disabled. Although Mr Dole reports his factory has had accidents before, there has never been an accident involving a disabled employee.

CEI Plastics' openness to employees with disabilities goes beyond its assembly lines. CEI Plastics has placed disabled workers in every area of its business, including its storefronts, repair shops and accounting office. At CEI Plastics' storefronts where it sells plastic containers in bulk, employees with intellectual impairments work as movers. In repair shops, Mr Dole has hired physically disabled workers, including Ujith Manjula, a wheelchair user who is skilled in motor winding. A partially blind employee works as a quality assurance assistant and a man who is totally blind is the telephone operator.

People with disabilities must overcome hurdles in life all the time, and Mr Dole believes this makes them particularly adept in meeting challenges on the job. Take Padmasiri Wijekoon, for example. Mr Wijekoon is blind and works in a manufacturing line sticking labels on CEI Plastics products, such as ice cream containers. Mr Wijekoon has a history of producing well above his sighted peers; he consistently adheres 500 units per hour, which is faster than the average of 250 to 275.

Mr Dole admits that he had a few concerns when he originally decided to hire disabled workers in 1989. He wondered how they would get around in the work environment and how they would be treated by co-workers. But none of his concerns turned out to be realistic, he says, and the benefits were greater than he could have imagined.

CHANG SHIN

Viet Nam

In its Viet Nam operations, the Nike subcontractor Chang Shin produces a million pairs of sneakers a month. Participating in that production are 161 disabled workers whose disabilities range from mobility to visual and hearing impairments and from mild to severe. The disabled employees work alongside non-disabled employees throughout Chang Shin's 22 production workshops, which engage a total of 18,500 workers. Chang Shin has achieved its integration without any assistance from a disabled person's organization or NGO and in a country with a labour code that has an outmoded provision for a seven-hour work day for disabled workers, which will hopefully change soon.

Chang Shin began hiring disabled workers in 2001, an initiative instigated by the owner of the Korean-based Chang Shin. (The company's China operation also hires workers with disabilities.) Since then, Chang Shin has seen a steady increase in productivity, employee retention, workplace morale and public image. It is a good example of commitment and creative hiring.

According to Oliver Edolsa, Chang Shin Assistant Director of Corporate Responsibility Compliance, it took creative thinking to weave into the workforce the employees who needed to leave an hour earlier than other employees. But with technical support from Nike and others, Chang Shin found jobs where the shorter work day doesn't impact the assembly lines, such as production jobs in component preparation, maintenance and custodial jobs. Initially, Chang Shin worked with the Government for a trial exemption that allowed for 25 disabled worker volunteers to work an eight-hour day. The programme was a success, and both Nike and the Government are looking to review it in the future and to change the outmoded law.

Two of the disabled employees have been promoted for excellent performance, and others fill key posts throughout the factories; one of them is in charge of cooling system maintenance, for instance.

Mr Edolsa admits that the management staff worried at first when the disabled workers expressed little confidence in their abilities and the non-disabled workers seemed unsure of how to interact with them. Time, he found, vanished any inhibitions. As everyone saw the equal capabilities of disabled workers and once Chang Shin learned to accommodate their work day, disabled employees became more confident and the non-disabled workers became quickly accepting and supportive.

As the number of factories locating around Ho Chi Minh City increases, turnover rates within various enterprises have increased dramatically. Chang Shin experiences an overall 26 per cent annual turnover rate - except among its disabled employees. Only two disabled workers have left. "In terms of advantages, generally the turnover rate for disabled workers is very, very low compared to other workers," explains Mr Edolsa.

Chang Shin's initiative to hire disabled workers also has brought the subcontractor some excellent publicity, including many features in Vietnamese newspapers. Chang Shin's disabled worker programme has contributed to its internal image and workplace morale as well. "We are perceived as a company that tries to do good, not only by the Vietnamese government, media and other external parties," says Mr Edolsa, "but also by our own employees."

CJ TELENIX

Republic of Korea

CJ Telenix is a specialized telemarketing subsidiary of CJ Home Shopping, the first home shopping network in Korea. CJ Telenix employs 1,200 telemarketers, more than 60 of whom have physical disabilities. Most of CJ Telenix's disabled employees fulfil their customer service tasks from work stations in their homes.

As in many countries, Korea has an employment quota system that requires employers hire a certain percentage of disabled employees. If they fail to do so, the employer pays a levy that the Government uses to provide training, vocational rehabilitation services or hiring incentives to increase the employment and employability of disabled persons. For years, CJ Telenix maintained a disability employment rate of .06 per cent (well below the 2 per cent quota) and paid its levy annually. But in 2003 the company established a relationship with the Korean Employment Promotion Agency for Disabled Persons (KEPAD), the government agency responsible for vocational rehabilitation. Today, it has achieved a 5.1 per cent employment rate of people with disabilities. CJ Telenix has not only saved money but discovered that the change in employment policy brought greater operational efficiency, lower turnover rates and improved customer and employee satisfaction.

The change began when the then CEO, An Jung-Gyu, was considering a work-at-home system for CJ customer service operators as a way to increase operational and corporate efficiency. With motivation from KEPAD, CJ Telenix initiated the work-at-home system to incorporate employees with disabilities.

CJ Telenix and KEPAD formed a dynamic cross-functional partnership in which KEPAD is responsible for the recruiting and pre-employment training of disabled workers. Applicants apply to CJ Telenix through KEPAD and face the same recruitment criteria the company uses for all its applicants. In fact, only 17 per cent of the disabled applicants to the KEPAD/CJ Telenix programme have been accepted so far. Trainees go through one-month pre-employment training at KEPAD that focuses on both work and general education. They are then trained by CJ Telenix. KEPAD continues its support, however, by consulting on workplace adjustment issues and providing other assistance as needed. After the completion of a two-year employment contract, each new employee's performance is evaluated for potential permanent employment.

The CJ Telenix work-at-home stations are identical to those in its main call centre, with the same desk, partition, computer, LCD monitors, high-speed Internet and telephones. KEPAD staff identified what special assistive devices and other accommodations were needed, which the organization subsidized through its grant programme. CJ Telenix reports that the cost of setting up home offices is

approximately 20 per cent higher than those located in the call centre. However, the company executives believe the return-on-investment is significant in terms of productivity and customer and employee satisfaction.

The at-home CJ Telenix employees are supervised through a real-time video camera system and remote computer systems. Mr Chang-Beom Yoo, a 34-year old man who uses a wheelchair, is one of CJ Telenix's at-home telemarketers. "It's good that I work at home," he says. "I don't need to worry about commuting." However, he misses out on interaction with his colleagues, "but the company organizes various programmes and events to make me feel like I belong." The home workers visit the main call centre twice a month to maintain a relationship with co-workers and employers and to see what is going on at the corporate level. "The company does not discriminate against employees who work at home in promotion opportunities. I am given fair chances as long as I work," adds Mr Yoo.

The company's human resources manager, Sung Joo Kim, says the main factor motivating CJ Telenix to continue hiring disabled workers is their high performance. He explains that the quality index CJ Telenix uses to measure consumer satisfaction shows no difference between customers serviced by disabled employees and those serviced by non-disabled employees; some disabled employees continually rank high on the index. And according to CJ Telenix's index measuring employee satisfaction, its disabled staff are more pleased with their jobs than the non-disabled employees. Mr Kim believes that CJ Telenix's disabled employees have more company loyalty and finds their turnover rate to be lower than for its non-disabled workers.

As a result of this analysis, says Mr Kim, "We have thrown away the stereotype that disabled people are less productive; our case proves it." For Mr Yoo, "Employment is the key to independent living. Having a job allows me to live independently," he says.

EMPLOYERS' FEDERATION OF CEYLON

Sri Lanka

The Employers' Federation of Ceylon (EFC) turned an ILO study tour into one of the region's most impressive examples of an employer-driven initiative to change attitudes and promote the hiring of disabled persons. Its Employers' Network on Disability started in 2000 after EFC officers travelled to the UK to learn more about the employment potential of disabled people from the Employers' Forum on Disability. Now the Network has an official constitution, an impressive list of international and local companies as members and a Code of Practice to guide Sri Lanka employers in how to include disabled workers in their workplaces.

After forming, the Employers' Network sponsored two employer awareness seminars, surveyed the Federation members to determine their record for hiring disabled workers and created a database of job seekers with disabilities. Through its newsletter, the Network promoted examples of good practice among its members to encourage others to hire workers with disabilities. As the Employers' Network continued to develop, it took a more proactive role in promoting the value of disabled workers.

When many employers expressed difficulty sourcing applicants with disabilities, the Employers' Network, with ILO technical assistance, linked with an NGO called Motivation Trust and with the Ministry of Social Welfare to address the issue. They conducted outreach to find disabled job seekers and began to screen and assist them in preparing for job interviews. In collaboration with its partners, the Network organized another employer awareness seminar; this time including an afternoon job fair for workers with disabilities who were looking for employment. Almost 25 of Colombo's leading companies attended and more than half of the 75 job seekers found employment as a result of that job fair. For example, Bodyline, a joint venture subsidiary of MAS Holdings and one of Sri Lanka's largest employers, has been having trouble finding quality inspectors who could operate computer-assisted design (CAD) software. Bodyline finally found the two qualified staff it needed at the job fair.

The Network and its partners, which now include the Ministry of Labour and the US Agency for International Development, have since organized more job fairs in Colombo and are planning others in the provinces.

The Network members are not only hiring but also provide training and other supports to disabled persons and employers. For example, Sri Lanka Airlines developed a CD-ROM to teach employers participating in job fairs basic sign language so they can communicate with Deaf job seekers. ID Lanka Limited offers English-language training courses for disabled job seekers, especially those who

want to enter information technology and financial fields. A local private school provides IT classes to disabled persons at no cost, on Saturdays, when its IT labs and teachers are available.

The EFC formalized the Network with a constitution in 2005 and its membership is growing, as are its partners. Recently, it linked with other ILO projects to expand its reach. For example, through the ILO Factory Improvement Programme (FIP), the Network has trained several factories using FIP's new curricula called *Disability in the Workplace*. Working with another ILO project and the JobsNet employment service centres (and its computerized job matching programme), the Network has launched a major media campaign to reach job seekers around the country.

In mid 2006, the Employers' Federation of Ceylon introduced its *Code of Practice on Managing Disability Issues at the Workplace* to media attention and a group of more than 200 employers, government officials and civil society representatives. The initial work of the EFC and some of its exemplary employers are featured in the ILO video production, *AbilityAsia*. The Employers' Network on Disability is perceived as a model in the region and globally; members have presented their experiences at many forums around the region and at the World Bank in Washington, DC.

When the EFC first formed, its officials recognized the need to practice what the organization preached. "When we formed the network, we wanted to set an example for our members," says Meghamali Aluwihare, Industrial Relations Adviser. The EFC hired a blind receptionist, an employee who has demonstrated exceptional performance and who has inspired other member companies to offer similar opportunities to other workers with disabilities.

JOLLIBEE FOODS CORPORATION

Philippines

Jollibee's Hearing Impaired Personnel Project is a tale that dazzles – with movie stars and smiling service. It is also a successful corporate-NGO partnership that has resulted in the hiring of more than 50 (and counting) Deaf workers in its metropolitan Manila outlets. These workers have helped widen Jollibee's consumer base, standing as yet another testament to the business case for hiring workers with disabilities.

Jollibee Foods Corporation was started in 1978 by Tony Tan Caktiong as an ice cream parlour. Today, it incorporates six subsidiary companies and more than 1,000 fast-food and full-service outlets in six countries. It retains a staggering 50 per cent share of the Philippine fast-food market. In 1997, the Jollibee ingenuity and success took another direction. By partnering with the STEAM (Special Training, Employment, Advocacy and Management) Foundation, a Philippine NGO dedicated to creating employment opportunities for people who are Deaf, Jollibee began to learn about the business case for employing disabled workers.

It all started with Cromwell Umali, a Deaf sales clerk, and Aga Muhlach, a Filipino movie star. Mr Umali worked in a popular clothing boutique where he met the actor when he was shopping. Mr Muhlach, among his many credits, serves as the celebrity endorser of Jollibee's corporate social responsibility programmes. Mr Umali asked Mr Muhlach to help pitch a new Jollibee programme, one that would provide job opportunities to Deaf people.

A partnership between Jollibee and STEAM ensued. Guided by a memorandum of understanding, STEAM recruits and provides pre-employment training to prospective Jollibee employees who are Deaf. The training includes skills in social graces, customer relations and communication and basic work orientation. STEAM also provides sensitivity training and workshops on basic American Sign Language for Jollibee's hearing staff working who work with the Deaf employees. Citing family support as an important component to the successful employment of people with disabilities, STEAM also runs support groups for Deaf employees and their families.

STEAM assists with the job matching and placement. STEAM's specialized trainers also helps deliver Jollibee's on-the-job training programme. Mr Umali is now one of those trainers. Aside from the training assistance, Jollibee has not found it necessary to make any changes to its facilities or job descriptions for its Deaf employees.

Mr Poblete, Jollibee Vice President for Human Resources, reports that all customer feedback on Jollibee's Deaf employees has been positive and they have attracted a sizable following of Deaf customers. Employing Deaf workers may allow Jollibee to tap into an even larger market beyond the disability community. As one Jollibee store manager puts it, "Most of [the Deaf employees] are from less-privileged families, which are also our main customer base."

Jollibee is working on plans to open a store that is completely operated by a Deaf staff and could serve as a training facility for new Deaf employees.

JW MARRIOTT

Hong Kong SAR, China

Marriott International's world renown for hiring people with disabilities is a story of corporate vision that has many Marriott hotels maximizing their human resources by matching disabled persons to a range of jobs. The Hong Kong JW Marriott part of that story is a tale of clever ingenuity. In fact, its initiative to train and hire workers with intellectual disabilities is so successful that other major Hong Kong hotels are taking advantage of it by hiring the trainees that Marriott cannot absorb into its workforce.

The Asian initiative began in 2001 when the Director of the Hong Chi Association, Hong Kong's largest NGO dedicated to serving and training people with intellectual disabilities, called the local Marriott's director of human resources with an idea. At that time the economy in China's Special Administrative Region was shifting from a manufacturing to a service-based economy, and many jobs were moving to mainland China where labour was less costly. The training offered by the Hong Chi Association's Pinehill Integrated Vocational Training Centre was in skill areas such as woodworking that were no longer relevant to the job market. Change was needed.

The time for a Hong Chi/Marriott partnership was right on several counts. First, the Hong Kong Marriott had been searching for an advantage in the service sector's increasingly competitive labour market. As well, Marriott's "Spirit to Serve" community corporate responsibility programme was looking for partners. And at the time when Hong Chi called, it so happened that the hotel was in the middle of a major renovation. This last point is significant because it provided an opportunity to build precise replicas of two Marriott hotel rooms at the Hong Chi training facilities – right down to the size, layout, fixtures, décor and items contained in each room's mini bar. The rooms provide a realistic training venue for the jointly-operated housekeeping programme. Entering the hall to the training facility is like being transported to a Marriott Hotel corridor. "The construction company agreed to put the additional project (the rooms at Hong Chi) together free of labour charge and to use materials from our stock supply," explains Sandra Ng, Marriott Hong Kong's Director of Human Resources. The result is a realistic training environment.

Once trainees complete their training at Hong Chi, they move on to the Marriott premises for an even more realistic experience and engage in training on the job with staff and supervisors. They are accompanied by a Hong Chi training specialist for one to three weeks, after which the trainees become part of the workplace. Family members are invited to visit the hotel to learn about the employment programme by witnessing the work environment and meeting peers and supervisors.

Marriott hires many of the training graduates but cannot absorb all of them. However, other high-end hotels have joined Marriott in hiring the housekeepers it trains, and graduates do not have a problem finding jobs. The programme has also moved to other areas of hotel work, such as the laundry, which now also employs many disabled workers.

As in all good partnerships, the relationship has expanded. Marriott has helped Hong Chi set up a pastry and baking programme and shared some of its famous cookie recipes. JW Marriott also makes regular purchases of Hong Chi's organic vegetables grown at its Pinehill Village campus and places regular job orders with Hong Chi's sewing workshop for the chef's aprons and neckerchiefs, providing new job opportunities for other disabled trainees.

According to Ms Ng, "The Hong Chi graduates are loyal employees who greatly contribute to the success of the hotel." But the rewards are clearly two-way. As a result of this initiative, the trainers at Hong Chi have learned new technical training skills.

Now Hong Chi plans to open a small hotel that can be used to expand its training to even more disabled persons and more areas of training. Not surprising, Marriott plans to help out.

KYOBO LIFE INSURANCE

Republic of Korea

Kyobo Life Insurance is a huge enterprise, with 4,551 employees and assets of 40 trillion won (about US\$44 billion) and five million policy holders. In 2001, the then 43-year-old company redefined its mission, stating that it wanted “to help people overcome hardships in their lives”. This change was made because, according to the company’s chief executive officer, “A company must update its management strategies and methods to better meet altered market conditions...” This vision included opening the company’s employment roster to workers with disabilities.

Kyobo’s top executives insisted that disabled workers be given dynamic jobs rather than be hired as a symbolic gesture or to fill a quota and stuck into non-challenging positions. The company’s call centre seemed a perfect placement because of the prominence given to that division, which enjoys equal importance with the company’s 20,000 financial planners in generating sales and satisfaction among the some 10 million customers. The call centre staff provide insurance-product consulting and loan guidance and conduct satisfaction surveys.

Initially, ten disabled women, including four with a severe disability, were hired in 2003; 20 more disabled women were hired later in the year (eight with a severe disability). Due to their success, the company expanded opportunities for disabled workers to its information technology division and hired two more workers a year later (including one with a severe disability). In 2005, another six females (four with a severe disability) were hired in the call centre. Then in 2006, Kyobo decided to diversify its female-dominant call centre staff and hired five male disabled workers. This year, it recruited four disabled college graduates for its IT division and plans to expand its scope of recruiting to include underwriting and claims divisions. Thus currently, Kyobo employs 55 persons with some type of disability. To find applicants, Kyobo relies on the Korean Employment Promotion Agency for the Disabled, which provides a pool of possibilities through its nationwide online network.

The call centre requires skill in telephone service and use of a computer. To accommodate disabled workers, especially those with a serious disability, Kyobo made various adjustments. These included providing parking near the entrance, installing wheelchair ramps and appropriate restrooms, providing assistive technology, adjusting workstations including the use of foot pads and adjustment of chair heights. In addition, disabled workers were paired with a senior employee mentor to help them learn the job and adjust to their new workplaces. The director of the call centre meets on a quarterly basis with disabled workers to discuss any emerging issues or problems to maintain a supportive work environment.

Additionally, the company took some remarkable steps to ensure that its employees could find accessible and nearby housing. It also provides transport for disabled workers who require it.

Jong-Sook Kim, 39, is a wheelchair user employed by Kyobo who praises the company's efforts. "There are ramps at the necessary locations, and the company gave me a workstation near my team leader and a mentor for support." For Jong-Sook, a mother of two, working "really helps me support my family", which includes two in-laws. "It also helps me because it allows me to maintain a rhythm of life so I can be healthy. This is the best place I have ever worked, and I want to stay as long as I can."

In an evaluation of performance and customer satisfaction, the disabled employees fared similarly to the non-disabled peers, scoring 87 and 88.6 out of 100 in each of the quantitative and qualitative analyses, as compared to 88.9 and 87.5 for the non-disabled workers.

Kyobo has an industry reputation as a pioneer and a leader in "moral management". In 2004, the Korea Management Association Consulting (a well-known firm specializing in evaluating performance and customer satisfaction) recognized Kyobo as "Korea's Most Admired Company" for its positive social contributions, including its policy of integrating disabled workers into its corporate family.

NANGLO INTERNATIONAL

Nepal

Nanglo International manages four different restaurant chains with more than a dozen outlets in and around Katmandu that are all very popular among young adults and tourists. The Bakery Café is the most successful chain in Nanglo's portfolio, with seven outlets in Katmandu. What makes the Bakery Café particularly special is its employment approach: 43 of its employees are Deaf.

They work mainly as waiters/waitresses, although two are bartenders and four have been promoted to shift captain. The Deaf wait staff use a system in which customers simply point to their menu choices. If there are questions or problems, a non-disabled manager is on hand to help out. The Deaf waiters and waitresses take orders, deliver the food and handle the bill paying.

Nanglo began hiring its Deaf staff eight years ago after approaching the Nepal Deaf Organization to find qualified applicants. Since then word has spread and Nanglo has had no problem finding additional recruits, most of whom approach the company on their own. Nanglo's hiring criteria and standards are no lower for its disabled employees than its non-disabled workers; all applicants are tested and selected on their customer service skills and capability of reading and writing in both English and Nepali.

Nanglo Events Manager Arati Gurung says the company wants the initiative to be sustainable and has developed a training system of its own, with no assistance from an NGO or disabled persons' organization. After passing written exams, Deaf trainees begin a three month pre-employment training course that is co-taught by Nanglo CEO Shyam Kakshapati. During the hiring process and this pre-employment training, Nanglo uses the assistance of a sign language interpreter. All Nanglo staff have been trained (new staff are also trained) in basic sign language so that an interpreter is not needed when the trainees enter on-the-job training.

Deaf workers also participate in ongoing training designed for all Bakery Café staff. "The regular trainings encourage me to work harder," says Shyam Lama, one of the Deaf waiters. "And when other staff members learn sign language, I am motivated to do an even better a job!"

Ms Gurung remembers Nanglo's biggest fear initially was that its customers would reject the Deaf waiters and waitresses serving them. The Nanglo management worried about people "looking down on" disabled people, she says. The fears proved unnecessary and Nanglo happily discovered that its customers were not only accepting but became quite fond of the new staff. "To this day, they are one of the most popular components of the Bakery Café chain," notes Ms Gurung, adding how the Deaf employees are "equally competent". "It is a proven fact," she says.

PANASONIC

China

China has one of the world's fastest growing economies, and its abundant labour market serves as a manufacturing resource for many of the world's multinational companies and their subcontractors. But in some cities, labour shortages are starting to surface. However, companies such as Panasonic are finding a hidden resource in workers with disabilities.

Working in partnership with the Shanghai Disabled Persons' Federation, Panasonic China employs hundreds of workers with a range of disabilities throughout 30 of its factories. As a result, Panasonic is exceeding the Government's quota for hiring disabled workers. Eliminating the levy that it used to pay and gaining a competitive edge in the labour market are two advantages of Panasonic's recent initiative to hire more disabled workers.

Panasonic had been recruiting and hiring employees with disabilities before its partnership with the Federation, but the partnership has allowed the company to expand on the practice. Panasonic and the Federation work together in identifying qualified job seekers, matching them with appropriate jobs, training them for successful employment and making proper accommodations. The Federation also organizes job fairs to help Panasonic recruit and select qualified applicants with disabilities. Panasonic reports the job fairs have been a tremendous help in finding qualified applicants with the diverse skill sets its manufacturing operations require.

The Federation provides pre-employment training for the disabled applicants whom Panasonic recruits from the job fairs. Afterward, Panasonic integrates the disabled trainees into its regular training programme, with support and advice from a Federation specialist when it is needed. The Federation considers its partnership with Panasonic especially important because of the company's large presence in China and its brand recognition around the world.

"Panasonic's success sets an example for other companies operating in China," says Lao Guomin, Deputy Director, Shanghai Disabled Persons Federation.

Dao Jin, a Sino-Japanese joint venture that manufactures air conditioning devices, has already followed Panasonic's lead. It has formed a similar partnership with the Federation and is hiring disabled workers for placement throughout its factories.

UBS AG

Asia and the Pacific

UBS is one of the world's leading financial services firms; headquartered in Switzerland, it has offices in 50 countries. UBS aims to attract, retain and develop dynamic individuals and applies this principle to hiring people with disabilities.

Within Asia and the Pacific, the Tokyo branch of UBS has been hiring people with disabilities for several years. In the past two years, the firm has further initiated a disability internship programme for university students in Hong Kong, Singapore and Australia. UBS uses this programme to seek out as "early" as possible a high-quality stream of talent that offers the company potential to create a more diverse workforce.

To attract applicants, UBS conducts outreach programmes in all major cities in Asia and the Pacific in partnership with schools, universities, government bodies, NGOs and employment agencies. The outreach programmes encourage people with a disability to either apply for the internship programme or for vacancies elsewhere in the firm.

Full- and part-time internships are structured to accommodate the needs and availability of the students as well as the demands of the different business areas. Currently, UBS has disabled interns in its investment banking, equities, operations, fixed income, legal and compliance, information technology, finance and community affairs departments. They perform a variety of roles, from research, project management and financial analysis to administrative support.

UBS management regards the internship programme as a vital link to a relatively under-used supply of talent that can bring different skills, experiences and perspectives to the workplace.

"Employees who have been working with people with disabilities have become increasingly aware that people with disabilities can make a significant contribution to UBS' success and that this contribution overwhelmingly offsets any adjustments necessary to facilitate their inclusion into the workforce," says Ran De Silva, Director of Global Diversity in the Asia and Pacific region. "UBS globally provides employment opportunities for people of all backgrounds, including differently abled people," explains Ms De Silva. Interns have found that the programme gives them a chance to discover and develop their potential and that it has provided them with a life-changing experience.

Notes Jason Ho, a blind intern in the Community Affairs Department at UBS Hong Kong, "Never had I dreamed of working for an investment bank like UBS. My internship experience has been most inspiring and has given me an equal opportunity to prove my abilities, despite my visual impairment."

Mr Ho says he found the work “challenging” in that it constantly pushed him “out of my comfort zone”. “I feel empowered by my line manager, as she has demonstrated trust and faith in my competencies and has given me the opportunity and authority to make decisions.”

The success of the programme has in fact increased demand for interns within the different departments and in other branches, which has compelled UBS to further the cause by regularly organizing outreach programmes to increase the supply of potential candidates.

ORGANIZATIONS AND GOVERNMENT OFFICES

The organizations and government offices listed in this section provide specific services for employers as well as for people with disabilities. The listings include government offices, non-government organizations (NGOs), disabled persons' organizations (NGOs that are operated by people with disabilities) and employers' organizations. They are arranged by country in alphabetical order.

Services to employers vary according to the organization, but they commonly include ways for finding job seekers with disabilities, job matching services, assistance in making workplace or job accommodations or finding assistive devices and follow-up services once a disabled person is hired. Some of the organizations listed may provide more tailored services, such as disability awareness training, customized job-training services according to the company's skill needs and on-the-job training or support services, such as job coaches or even wage or training subsidies. Many of the descriptions note the vocational training provided to disabled persons, as such training may indicate a source for an employer's specific skill needs. Finally, companies interested in outsourcing some of their work tasks or in need of specific products may find partners within these listings.

AFGHANISTAN

Afghan Disabled Union (ADU)

The ADU is an organization of persons with disabilities that pursues a rights-based approach to enhancing disability awareness and offers self-advocacy training for land mine survivors and other people with disabilities. The ADU also provides vocational training, income generation programmes and microfinance to disabled Afghans. It has produced a list of qualified disabled people for employment, which is available upon request to employers. It covers 20 provinces throughout Afghanistan.

Contact: Mr Haji Omara Khan Muneeb
Phone: 93.701.75759
Email: omara_khan@yahoo.com, info@aduafghanistan.org
Web site: www.aduafghanistan.org
Address: 3rd Street
Taimani Project
Kabul

Employment Service Centres (ESCs)

Operated by the Afghanistan Ministry of Labour and Social Affairs, the ESCs maintain a registry of job seekers and offer them services such as vocational and career counselling and job placement. The ESCs also maintain basic labour market information. For employers, the centres screen candidates and provide job matching services and disability awareness training. In addition, the ESCs provide self-employment-support services, such as business development assistance and access to credit. The centres operate in the provinces of Kabul, Herat, Kandahar, Gardez, Ghazni, Jalabad, Pul-i-Khumri, Kunduz, Mazar-i-Sharif and Jowzjan.

Contact: Mr Mubarak Shah
Phone: 93.799.300.541
Email: esc_kbl@yahoo.com
Web site: www.employmentservices.org.af
Address: Flower Street, Shar-e-Now
Kabul

SERVE Afghanistan

SERVE is an organization that addresses the needs of disabled people in Afghanistan, with particular focus on those who are blind, Deaf or intellectually impaired. It offers home-based training, community-based rehabilitation, integrated education (especially for those who are blind or Deaf), job coaching, basic physiotherapy and training in home industries and agriculture skills. SERVE matches workers with disabilities to jobs and offers disability awareness training and accommodations such as Braille and

sign language support to employers. SERVE works in Kabul, Parwan, Kapisa, Jalalabad, Kandahar, and JozJon provinces.

Contact: Mr Arselah
 Phone: 93.702.814.96
 Email: info@serveafghanistan.org, emadkbl@serveafghanistan.org
 Web site: www.serveafghanistan.org
 Address: PO Box 4015
 Kartechar
 Kabul

AUSTRALIA

National Disability Services (NDS)

The NDS is a non-profit umbrella organization of more than 600 NGOs in Australia. The NDS provides employers with names and contact details of disability employment support agencies in all areas of Australia. Its member organizations cover all disability groups and are active in all states and territories.

Contact: Ms Tina Siver
 Phone: 61.2.6283.3200
 Email: nds@nds.org.au
 Web site: www.nds.org.au
 Address: Locked Bag 3002
 Deakin West ACT 2600
 33 Thesiger Court
 Deakin ACT 2600

Australian Employers Network on Disability

The Employers' Network assists businesses and organizations in building up their skills and confidence to successfully recruit and retain people with disabilities. It provides a variety of services to employers, including seminars, policy and procedure audits, and assistance in navigating the employment service sector and in developing innovative programmes. The Employers' Network is active in New South Wales, Australian Capital Territory and Queensland.

Contact: Ms Suzanne Colbert
 Phone: 61.2.9261.3922
 Fax: 61.2.9261.3966
 Email: suzanne.colbert@emad.asn.au
 Web site: www.emad.asn.au
 Address: Suite 3, Level 18, Tower 2
 201 Sussex Street
 Sydney 2000

Yooralla Society of Victoria

Yooralla is an organization that provides a wide range of services for people with disabilities and their families. Yooralla's outsourcing and production services assist businesses with their more routine work tasks, thus freeing up their employees for other activities. Yooralla is active in Victoria, but as a member of the National Disability Services, it can provide referrals to other organizations that assist businesses and employers throughout the country.

Contact: Mr Bryan Woodford
Phone: 61.3.9666.4501
Fax: 61.3.9654.6269
Email: ceo@yooralla.com.au
Web site: www.yooralla.com.au
Address: PO Box 200
Flinders Lane
Victoria 8009

BANGLADESH

Bangladesh Protibandhi Kallyan Somity (BPKS)

The BPKS is a disabled persons' organization that works to ensure equal opportunity and equal treatment for people with disabilities regardless of the nature of their impairment. The BPKS's training programmes assess individual needs and develop a detailed plan of services. It provides training in marketable skills employers demand and offers employers technical assistance including workshops on disability awareness. It covers all areas of Bangladesh.

Contact: Mr Abdus Sattar Dulal
Phone: 880.2.892.3915 and 880.2.896.0077
Email: bpks@citechco.net
Web site: www.bpksbd.org
Address: BPKS Complex
Dakkhinkhan
Uttara
Dhaka 1230

Centre for Disability in Development (CDD)

The CDD is an NGO working for equal opportunity and equal treatment of disabled persons through the integration of disability issues into mainstream development activities. The CDD provides training for disabled staff members of partner organizations and employers. In association with local software experts, the CDD has developed Bangla Braille software (text to Braille and Braille to text) and provides Braille prints in both Bangla and

English. The CDD has developed four manuals on sign-supported Bangla and provides training for sign language interpreters. These software and manuals are available to employers of visually impaired or Deaf employees. The CDD also provides employers with counselling, awareness training and consultation on reasonable workplace accommodation. It covers all areas of Bangladesh.

Contact: Mr A. H. M. Noman Khan
 Phone: 880.2.771.1379
 Email: cdd@bangla.net
 Address: D-55/3, Talbag, Savar
 Dhaka 1340

Centre for Services and Information on Disability (CSID)

The CSID focuses on community-based rehabilitation and employment of people with disabilities. It facilitates vocational training, economic support and job placement, in addition to the provision of assistive devices and workplace accommodations. The CSID conducts awareness training available to employers and covers the metropolitan areas of Dhaka, Sylhet and Barisal.

Contact: Mr Khandaker Jahurul Alam
 Phone: 880.2.812.5669, 912.9727 and 814.3882
 Email: csid@bdmail.net, csid@bdonline.com
 Address: House # 715
 Road # 10
 Baitul Aman Housing Society
 Adabor, Shaymoli
 Dhaka 1207

National Forum of Organizations Working with the Disabled (NFOWD)

The NFOWD is a network of NGOs working in the disability field. It functions to raise awareness on disability issues nationally and to sensitize government, employers and the public on good disability policies. As a networking organization, the NFOWD offers job placement services for people with disabilities, employer support in developing workplace accommodations and providing awareness training for employers on the inclusion of workers with disabilities. The NFOWD covers all of Bangladesh.

Contact: Mr Khandaker Jahurul Alam
 Phone: 880.2.912.9727, 812.5669, 912.4487, 812.0415
 Email: nfowd@bdmail.net, csid@bdmail.net
 Web site: www.nfowd.com
 Address: 8/9 Block A
 Lalmatia
 Dhaka

Underprivileged Children's Educational Programme (UCEP)

UCEP works to protect children's rights and helps underprivileged children become productive adults. It offers an integrated strategy of human resources development by integrating general education and skills training and providing employment support services. UCEP forms advisory and employers' committees for interested employers and encourages the participation of committee members in the curriculum development of UCEP's technical training programmes. UCEP also offers disability awareness training to employers and can assist them in adapting job requirements and making reasonable workplace accommodations for disabled workers. UCEP works in the cities of Dhaka, Chittagong, Khulna and Rajshahi.

Contact: Brig. Gen. Aftab Uddin Ahmad
 Phone: 880.2.801101416
 Email: ucep@citechco.net
 Web site: www.ucepbd.org
 Address: Plot Nos. 2 & 3
 Mirpur 2
 Dhaka 1216

CAMBODIA

Action on Disability and Development (ADD)

The ADD is a British-based NGO working in Cambodia. For employers, the ADD provides two types of training: general disability awareness training and specific training on how to include people with disabilities into their workplaces. The ADD works in the provinces of Kampong Speu, Kampong Chhnang, Kampong Cham, Pursat, Prey Veng, Takeo, Kampot and Kandal.

Contact: Mr Vanthon Srey
 Phone: 855.12.803394
 Fax: 855.23.216917
 Email: vanthon.srey@add.org.kh
 Web site: www.add.org.uk
 Address: No. 133, Street 95
 Sangkat Boeong Trabak
 Kham Chamcar Morn
 Phnom Penh

Association for Aid and Relief (AAR) Japan, Cambodia Office

The AAR Japan is an international NGO that operates the Kien Khleang Vocational Training Centre in cooperation with the Cambodian Government. The Kien Khleang Vocational Training Centre is a vocational training school for post-polio and landmine survivors in Cambodia. It offers skills training in

motorcycle repair, television/radio repair and sewing. Staff will also match workers with disabilities to employers in those skill areas. The AAR is active in ten provinces throughout the country.

Contact: Mr Huoy Socheat
 Phone: 855.23.430.195
 Fax: 885.23.430.195
 Email: aar.vt@online.com.kh
 Web site: www.aarjapan.gr.jp/english/act/cambodia
 Address: The Kien Khleang National Rehabilitation Centre
 National Road 6A, Sangkat Chroychangva
 Khan Russey Keo
 Phnom Penh

Disability Action Council (DAC)

The DAC is the national coordinating body for disability organizations in Cambodia. The DAC's role is to provide professional advisory service to government policy makers and legislators on issues related to people with disabilities. It also helps employers link to organizations, training centres and government offices throughout the country to find qualified workers.

Contact: Mr Ham Hak
 Phone: 855.23.215.341
 Fax: 855.23.214.722
 Email: dac@dac.org.kh
 Web site: www.dac.org.kh
 Address: Home 86, Street 99,
 Sangkat Phsar Deom Thkov
 Kham Chamcar Morn
 Phnom Penh

National Centre of Disabled Persons (NCDP)

The NCDP is a semi-autonomous government agency that aims to improve the social and economic well-being of people with disabilities, particularly those with mobility and visual impairments, and enhance their participation in the workplace. Among other services offered, the centre will assist employers in finding the most-qualified disabled job seekers for their openings using its database and screening candidates according to employers' specifications. The NCDP also provides disability awareness training and helps identify workplace accommodations for disabled workers. Companies interested in gifts and traditional handicrafts should also know that the NCDP has a retail outlet and network of producers of fine silk and Cambodian hand-made products. Its job placement services cover the Phnom Penh area.

Contact: Mr Yi Veasna
 Phone: 855.12.834.116
 Fax number: 855.23.213.876
 Email: npheng@kh.ccsabco.com
 Web site: www.ncdpcam.org
 Address: Nr. 3 Norodom Blvd.
 Wat Phnom
 Phnom Penh

CHINA

China Disabled Persons' Federation (CDPF)

The CDPF is the national umbrella organization that provides training and employment services for people with disabilities and oversees China's employment quota system. It has thousands of branches at the provincial, city, county and township levels. Its role is to facilitate links between government, society and people with disabilities. For employers, the CDPF offers disability awareness training, assists with job placement and provides funds and technical support for workplace accommodations and on-the-job training. It also provides vocational training in areas such as IT, sewing and tailoring and can customize training to suit a particular employer's needs.

Contact: Ms Nie Jing
 Phone: 86.10.6658.0036
 Fax: 86.10.6513.9719
 Email: niejing@cdpf.org.cn
 Web site: www.cdpf.org.cn/english
 Address: No 186 Xizimen Nanxiaojie
 Xicheng District
 Beijing 100034

Guangdong Peiying Technical Vocational School

The Guangdong Disabled Persons' Federation runs the Guangdong Peiying Technical Vocational School in Guangzhou, serving students with mobility, visual and hearing impairments. The centre trains its students in the use of special and adaptive equipment, such as blind-friendly computers. It also offers technical training in accounting, computers, art design and disability awareness training to area employers.

Contact: Mr He Xiaojing
 Phone: 86.20.823.17173
 Fax: 86.20.823.05769
 Email: peiyingpc@163.com
 Address: No. 1 Mubei Road

Tianhe
Guangzhou
Guangdong

FIJI

Fiji National Council for Disabled Persons

The Council serves as the national coordinating body on disability-related concerns and operates under the auspices of the Ministry of Women, Culture and Social Welfare. Other ministries and seven national disability organizations sit on the Council as executive members; the Council manages the Vocational and Technical Training Center for Persons with Disabilities. It conducts awareness training for employers and provides them with advisory support services as well as directing them to appropriate specialized training agencies.

Contact: Ms Kaushilya Devi Prasad
Phone: 679.3319.045
Email: fnmdp@connect.com.fj
Web site: www.fnmdp.org
Address: Qarase House
GPO Box 16867
Suva

HONG KONG SAR, CHINA

Hong Chi Pinehill Integrated Vocational Training Centre, Hong Chi Association

The Hong Chi Association, an NGO, and its Pinehill Integrated Vocational Training Centre provide vocational training, employment and residential services for people with intellectual disabilities. Its vocational training expertise entails hotel housekeeping, gardening, catering, retail services, and printing and binding. The Hong Chi Association helps employers match workers with disabilities to suitable jobs, conducts on-the-job training and provides job coaches, assistance with workplace accommodations and orientation, and disability awareness training.

Contact: Ms Siu-Kee Wong
Phone: 852.2664.3620
Fax: 852.2664.2805
Email: atc@hongchi.org.hk
Web site: www.hongchi.org.hk
Address: Pinehill Village
Chung Nga Road
Nam Hang, Tai Po, New Territories

Vocational Training for People with Disabilities Section, Hong Kong SAR Vocational Training Council (VTC)

This Section of the VTC provides vocational training to people with disabilities in many occupational areas, including information technology, catering, retailing and printing. It offers employers job matching services, trial work periods and follow-up services after job placement. It also advises employers on the application of technical aids and modification of machinery and job sites for disabled workers.

Contact: Mr YL Kwok
Phone: 852.2538.3288
Fax: 852.2550.1146
Email: ylkwok@vtc.edu.hk
Web site: www.vtc.edu.hk
Address: Room 419
147 Pokfulam Road

Marketing Consultancy Office, Social Welfare Department

The government-sponsored Marketing Consultancy Office assists in the marketing and business development of products and services produced by approximately 100 sheltered workshops, supported employment units and integrated vocational rehabilitation services centres in Hong Kong SAR. The Marketing Consultancy Office can assist businesses in meeting workforce or product needs by providing job matching of qualified workers and brokerage services, facilitating subcontracts and helping businesses and NGOs form strategic alliances.

Contact: Mr Raymond Ng
Phone: 852.2835.2706
Fax: 852.2834.7046
Email: mcor@swd.gov.hk
Web site: www.mcor.org.hk
Address: Room 2314, 23/FI
Southorn Centre
130 Hennessy Road
Wanchai

New Life Psychiatric Rehabilitation Association

The New Life Psychiatric Rehabilitation Association is a Hong Kong-based NGO that provides a comprehensive range of community-based psychiatric rehabilitation services catering the residential, vocational and social needs of people with psychiatric disabilities. It provides work services to businesses and organizations in cleaning, security, retailing and catering. New Life also offers employers job matching services and may offer salary subsidies for

up to three months to companies employing people with disabilities. It also provides ongoing support to individuals it places and to the employers who hire them.

Contact: Ms Deborah Wan and Mr Thomas Chu
 Phone: 852.2332.4343, 852.2327.4391
 Fax: 852.2770.9345
 Email: ho@nlpra.org.hk, ses@nlpra.org.hk
 Web site: www.nlpra.org.hk
 Address: 332 Nam Cheong Street
 Kowloon

Selective Placement Division, Labour Department

The Selective Placement Division of the Labour Department provides a free recruitment service to employers and free employment assistance to job seekers with disabilities. It matches people with disabilities to job vacancies, refers suitable candidates to employers for recruitment interviews and assists employers of people with disabilities in applying for community resources and funding for technical devices and aids. It also provides post placement follow-up.

Contact: Mr Patrick Chow
 Phone: 852.2852.4160
 Fax: 852.2541.3914
 Email: patrick_cf_chow@labour.gov.hk
 Web site: www.jobs.gov.hk
 Address: 17/F Harbour Building
 38 Pier Road, Central

INDIA

Association of People with Disability (APD)

The APD works to empower people with disabilities to become active contributors to society. The NGO has various institutional and community-based services for providing education, therapy and vocational training and employment services for persons with disabilities in both rural and urban areas. The APD helps employers make workplace accommodations to create a barrier-free environment, matches workers with disabilities to jobs and provides disability-awareness training. The APD works in Bangalore and Kolar and targets people with disabilities from poor social-economic backgrounds.

Contact: Mr Anand Talwar
 Phone: 91.80.25490531
 Fax: 91.80.25470390
 Email: anand.talwar@itcinfotech.com

Web site: www.apd-india.org
 Address: 6th Cross, Hutchins Road
 Linagarjapuram
 St. Thomas Town Post
 Bangalore 560084

Blind People's Association

The Blind People's Association provides vocational training in occupational areas such as tailoring and telephone and computer operation. Its employment and placement service assists employers to identify jobs suitable for people with visual impairments and facilitates interviews with appropriate job seekers. It advocates for the hiring of disabled persons and provides technical assistance regarding the Disability Act. The Association is active in Gujarat.

Contact: Mr Bhushan Punani
 Phone: 91.79.26303346 or 26304070
 Fax: 91.79.26300106
 Email: blinabad1@sancharnet.in, bhushanpunani@yahoo.com
 Web site: www.bpaindia.org
 Address: Jagadish Patel Chowk
 Surdas Marg
 Vastrapur
 Ahmedabad 380 015

Directorate General of Employment and Training, Ministry of Labour

The Ministry of Labour is responsible for operating 17 training centres throughout the country. Referred to as "employment exchanges", they offer training in areas such as metal work, carpentry, computing, tailoring, electronics and automobile repair. The exchanges also provide job placement services to match people with disabilities to jobs. The Ministry operates under an advisory board of NGOs, employers, trade unions and government representatives to make sure services are appropriate to labour force needs.

Contact: Mr Yogesh Raizada
 Phone: 91.11.23001175
 Fax: 91.11.23350896
 Email: yraizada@yahoo.co.in
 Web site: www.dget.nic.in
 Address: Room Nr. 511
 Shram Shakti Bhawan
 New Delhi 110001

National Centre for Promotion of Employment for Disabled People (NCPEDP)

The NCPEDP is an advocacy-based, cross-disability organization, acting as an interface between the Government, the private sector, institutions and NGOs. It works toward creating employment opportunities for disabled people. The NCPEDP helps employers to hire people with disabilities by, among other things, operating a web site that solicits job openings and registers job seekers. It also collects and disseminates employer examples of good practice based on an awards programme for employers who have done an exemplary job of hiring disabled workers. It covers all of India.

Contact: Ms Rati Misra
Phone: 91.11.26265647
Fax: 91.11.26265649
Email: secretariat@ncpedp.org
Web site: www.ncpedp.org
Address: A-77 N.D.S.E
Part II
New Delhi 110049

National Society for Equal Opportunities for the Handicapped (NASEOH)

The NASEOH works as an apex body to facilitate equal opportunities for people with disabilities in Maharashtra state. It helps employers find job candidates with disabilities and matches them to job openings and provides on-the-job training for disabled workers and disability awareness training for employers. It also provides vocational training in areas such as tailoring, computer communication and data processing. The NASEOH operates across India, with primary emphasis on the service, information technology and small-scale industry sectors.

Contact: Ms Sudha Balachandra
Phone: 91.22.25225830 or 91.22.25220224/225
Fax: 91.22.25220225
Email: sbalachandra@gmail.com
Web site: www.naseoh.org
Address: Postal Colony Road
Chembur
Mumbai 400 071

INDONESIA

Directorate of Social Rehabilitation and Services for People with Disabilities, Ministry of Social Affairs

The Directorate of Social Rehabilitation and Services for People with Disabilities provides social rehabilitation and vocational rehabilitation services for people with disabilities throughout Indonesia. Vocational training is offered in tailoring, welding, computers, handicrafts, automotive repair and carpentry. To facilitate employment, the Directorate arranges regular meetings between employers and the Government. It also encourages employer participation and involvement in its training institutions to adjust curricula to the needs of employers and the labour market.

Contact: Ms Rita Chasanah
Phone: 62.811.166.394
Fax: 62.21.3100.438
Email: aciroles@yahoo.com
Address: J1. Salemba Raya No 28
Jakarta 10430

Employers' Association of Indonesia (APINDO)

APINDO is an employers' organization that supports the creation of harmonious industrial relations and a better business environment throughout Indonesia. APINDO is involved in activities to empower disabled job seekers. It has been actively involved in Indonesia's National Action Plan of Disabled Persons (2004–2013). With other members of the National Action Plan Committee, APINDO has been developing a guide book on disabled workers meant for both disabled workers and their employers or potential employers. APINDO also offers information and consultative support to employers on the hiring and integration of disabled workers.

Contact: Ms Nina Tursinah
Phone: 62.21.579.38823
Email: sekretariat@apindo.or.id
Web site: www.apindo.or.id
Address: Plaza Great River Fl. 15
Jl HR Rasuna Said X-2 Kav.1
Jakarta 12950

JAPAN

Japan Organization for Employment of the Elderly and Persons with Disabilities (JEED)

JEED is a government agency that works to facilitate the integration of people with disabilities into workplaces throughout the country. JEED offers a variety of services to employers, including counselling on disability employment, employment-management support programmes, training courses and seminars and information centres. It also publishes manuals and materials concerning the employment of people with disabilities.

Contact: Ms Chikako Kohyama
Phone: 81.3.5400.1037
Fax: 81.3.5400.1638
Email: chikako.kohyama@jeed.or.jp
Web site: www.jeed.or.jp/english
Address: 1-11-1 Kaigan
Minato-ku
Tokyo 105 0022

KOREA, REPUBLIC OF

Korean Employment Promotion Agency for the Disabled (KEPAD)

KEPAD is the government agency that administers the country's employment quota system and provides job matching services to assist employers find qualified workers with disabilities. The agency offers hiring incentives and partners with employers to assist in meeting labour needs. In addition, KEPAD provides customized training to meet specific employer requests, job coaching for certain populations of disabled persons, advice on workplace accommodations, and funding for assistive technology and devices. It engages in a wide range of high-quality vocational training programmes in areas such as computer-aided design/computer-aided manufacturing, information technology, industrial modelling, graphic arts and media and fashion design. Disabled employees can also access training upgrades through KEPAD. The agency serves the entire country and operates through training centres and local area offices.

Contact: Ms Hyomin Jung
Phone: 82.31.728.7307
Fax: 82.31.728.7037
Email: mbgreen@kepad.or.kr
Web site: www.kepad.or.kr
Address: 297-1 GUMI-Dong,
Bundang-GU Seongnam-SI
Gyeonggi-Do

LAO PDR

Digital Divide Data

Digital Divide Data uses a social enterprise model to provide an integrated vocational training and work programme for landmine and polio survivors while still operating as a business. The programme is a combination of work experience, in house training, education, counselling and job placement. It can provide employers with skilled and reliable accounting, data entry and secretarial services performed by people with disabilities. Digital Divide Data operates out of Vientiane.

Contact: Mr Vannasith Somthaboun (c/o Handicap International)
 Phone: 856.21.263.448, 856.21.223.140, 856.20.242.8773
 Email: mai@digitaldividedata.org, vannasith2003@yahoo.com
 Web site: www.digitaldividedata.org
 Address: Unit 21
 Dongpaleb Village
 Chanthaboury District
 Vientiane

Lao Disabled People's Association (LDPA)

The LDPA is an organization of disabled persons that works to empower people with disabilities and encourage their full participation in society. It provides disability awareness training to employers and assists them in adapting job requirements and making reasonable workplace accommodations for disabled employees. It works throughout the country.

Contact: Mr Lapsavongxay Nouaneta
 Phone: 856.21.312.510 and 20.244.6026
 Email: nouaneta@yahoo.com
 Address: Ban Thongkang 05
 Lao-Thai Street
 Vientiane

MACAU SAR, CHINA

Labour Affairs Bureau

The Labour Affairs Bureau is responsible for assisting the Macau Government in formulating and implementing policies concerning labour, employment, occupational safety and health, and vocational training. It aims to enhance the quality of human resources in Macau while building harmonious labour relations. The Bureau has a special working group that assists employers in matching qualified disabled job seekers to their job openings. It also performs follow-up consultations with employers who hire disabled employees to help ensure a healthy employer-employee relationship.

Director: Mr Shuen Ka Hung
 Phone: 853.28564109
 Fax: 853.28550477
 E-mail: dsalinfo@dsal.gov.mo
 Web site: www.dsal.gov.mo
 Address: Research Division
 Labour Affairs Bureau
 Rotunda de Carlos da Maia
 40 andar, Edifício do Estado

Social Welfare Bureau

The Social Welfare Bureau assists employers and disabled persons' organizations in developing close partnerships to facilitate the creation of jobs for disabled workers. It also conducts assessment and referral services to help match disabled job seekers with job openings. The Bureau can organize disability awareness and education programmes for interested employers to help them understand the hidden potential of disabled workers.

Contact: Mr Patrick Yau
 Phone: 853.4905901
 Fax: 853.403374
 Email: patrickyau@ias.gov.mo
 Web site: www.ias.gov.mo
 Address: Rehabilitation Service Division
 Social Welfare Bureau
 Calçada de St. Agostinho
 No. 19, 12º Andar, Ed. Nam Yue

MALAYSIA

Department of Labour

The Department of Labour handles the affairs and the welfare of the national workforce, which includes promoting the employment of people with disabilities. For employers interested in hiring disabled workers, it offers an online registration service for job seekers and assists with job matching.

Contact: Ms Suraiya Ch'ng Abdullah
 Phone: 60.3.8886.5000
 Fax: 60.3.8889.2368, 8889.2367
 Email: suraiya@mohr.gov.my
 Web site: www.mohr.gov.my
 Address: Aras 5, Blok D3, Parcel D
 Pusat Pentadbiran Kerajaan Persekutuan
 62530 Putrajaya

Malaysian Association for the Blind (MAB)

The MAB is an NGO that provides services to blind and visually impaired persons and the employers hiring them. It offers training for blind people between the ages of 16 and 45 at various locations, including its Gurney Training Centre, Information Computer Technology Centre, the Low-Vision Centre (in the use of the low-vision equipment), the Job Placement Unit, the Taman Harapan Agriculture Centre and through its community-based rehabilitation programmes. The MAB's Job Placement Unit carries out job-opportunity surveys with employers to assist them in filling positions with qualified blind job seekers. The MAB also provides follow-up services once an employee has been hired and can loan employers adaptive equipment needed for accommodating blind employees. Its services extend from Kuala Lumpur to other parts of the country.

Contact: Mr George Thomas and Mr Zainuddin Hj Jasmi
Phone: 603.22722672/719
Email: director@mab.org.my, mablind@po.jaring.my
Web site: www.mab.org.my
Address: Kompleks Mab
Jalan Tebing
Off Jalan Tun Sambanthan 4 (Brickfields)
50470 Kuala Lumpur

National Council for the Blind, Malaysia (NCBM)

The NCBM monitors policies and the implementation of services such as education, rehabilitation, employment and general welfare of blind persons. It operates the Blind Professional Assistance Service, which offers consultation for blind employees and their employers as well as potential employers. The NCBM assists employers in understanding the strengths and limitations of blind workers and how to improve their productivity and job satisfaction. It provides personalized training on the job when needed to help a blind person learn or adjust to the workplace. The NCBM works throughout Malaysia.

Contact: Mr Moses Choo
Phone: 60.3.22724959
Fax: 60.3.22724960
Email: moseschoo@ncbm.org.my
Web site: www.ncbm.org.my
Address: 94b Jalan Tun Sambanthan
50470 Kuala Lumpur

MONGOLIA

Labour and Social Welfare Service Office (LSWSO)

The LSWSO's primary goal is implementing the Mongolian legal framework for employment promotion, vocational training and social welfare services. To fulfil the goal, the LSWSO performs training in labour and occupational safety and health, monitors and evaluates activities of the local Labour and Social Welfare Service Offices and writes labour market reports. The LSWSO offers job counselling, job placement, and entrepreneurship and vocational training to people with disabilities. It also supports employers who hire people with disabilities and implements Mongolia's disability employment quota. It operates across the country.

Contact: Ms Erdenebileg Tudev
Phone: 976.11.260482
Email: ceo@mongolnet.mn
Address: Ulaanbaatar 211238
State Property Building No.7

The Mongolian Employers' Federation (MONEF)

MONEF is an independent employers' organization that works with employers across the country to advocate for their interests and promote development of the private sector. MONEF offers professional assistance in the recruitment and integration of employees with disabilities. It also seeks to reform workplace regulations to better accommodate people with disabilities.

Contact: Ms Battsetseg Shagdar
Phone: 976.11.314579
Email: battsetseg@mongol.net, monef@magicnet.mn
Web site: www.monef.mn
Address: Baga Toiruu-44A
Ulaanbaatar-48

Mongolian National Federation of Disabled Persons' Organizations (MNFDPPO)

The MNFDPO is an umbrella organization uniting 37 disabled persons' organizations across the country to better promote the rights of disabled people. In the area of employment, the MNFDPO offers services to disabled persons such as counselling and vocational training. It also conducts job fairs for disabled job seekers and employers and aides in job matching and placement. The MNFDPO also provides disability awareness training for employers and works closely with the Employment and Social Welfare Agency to develop jobs for people with disabilities.

Contact: Ms Indra Oyunbaatar
Phone: 976.9984.7276, 9665.9635, 9913.6102
Email: ilnodvrea@yahoo.com
Address: PO Branch 46 A – PO Box 260
Bayangol District
Ulaanbaatar

NEPAL

National Association of the Physical Disabled-Nepal (NAPD-Nepal)

The NAPD-Nepal is an organization of disabled persons that advocates and lobbies for all social partners working on disability issues. It helps strengthen partner organizations and offers training to physically disabled people in vocational skills (such as tailoring, painting, secretarial services and cosmetology), counselling, access to assistive technology, capacity building and leadership skills. The NAPD-Nepal will work with interested employers in matching skilled trainees to job openings and in identifying reasonable workplace accommodations, as required by government policy. NAPD-Nepal also provides awareness training. It is active in all parts of Nepal.

Contact: Mr Kiran Silpakar
Phone: 977.1.5551928
Email: napdnepal@enet.com.np
Web site: www.disabilitynepal.org
Address: Jwagal-10
Lalitpur
Post Box No.: 8975 EPC: 971

NEW ZEALAND

Workbridge

Workbridge is a specialized vocational and employment service for people with disabilities. Staff are equipped to match the skills and abilities of job seekers with the particular needs of employers. In addition to its employment placement and vocational rehabilitation services, Workbridge offers employers and disabled workers post-placement support and assistance with workplace accommodation. It also provides disability awareness training. Workbridge operates nationally from 27 centres.

Contact: Ms Ruth Teasdale
 Phone: 64.4.913.6422
 Fax: 64.4.913.6432
 Email: ruth@workbridge.co.nz
 Web site: www.workbridge.co.nz
 Address: Ground Floor, Gen-I Tower
 Corner of Customhouse Quay & Waring Taylor Street
 PO Box 2560
 Wellington

PAKISTAN

Association for the Rehabilitation of Challenging People (ARCP)

The ARCP develops skills-training programmes and community-based rehabilitation programmes for people with disabilities and assists in matching trainees to available jobs. The ARCP also offers disability awareness trainings for employers and assists them in making proper workplace accommodations. Its work covers the entire country.

Contact: Mr Muhammad Mobin Uddin
 Phone: 92.21.4128867, 92.300.2613317
 Email: mobinestanara@yahoo.com, smartmobin@hotmail.com
 Address: 408/677
 Fatima Jinnah Colony
 Jamshed Road 3
 Karachi 74800

Special Talent Exchange Programme (STEP)

STEP is a cross-disability organization conceived and launched by disabled people to mobilize workers with disabilities and job seekers with disabilities across Pakistan through capacity building at the grassroots and state levels. STEP offers community-based rehabilitation to people with disabilities and training in both low-technology and high-technology skill areas. STEP maps organizations offering services to disabled persons and liaisons with other disability stakeholders, including the corporate sector. It offers employers accessibility guidelines, orientation sessions and awareness training on the diversified capabilities of disabled workers.

Contact: Mr Muhammad Atif Sheikh
 Phone: 92.51.2202130
 Email: president@step.org.pk, office@step.org.pk
 Web site: www.step.org.pk
 Address: House No. 8
 G-7/2-4
 Islamabad

PHILIPPINES

Adaptive Technology for Rehabilitation, Integration, and Empowerment of the Visually Impaired (ATRIEV)

ATRIEV is a non-profit organization that works through a network of government and non-government organizations to achieve its results. It provides training for people with disabilities in the areas of technology and popular applications, English communications, medical and corporate transcription and has pioneered and institutionalized a computer literacy training programme for blind persons. ATRIEV provides technical support for screen-reader software and hardware used by blind individuals. It also has training-of-trainer programmes in computer technology for the visually impaired. ATRIEV disseminates information to employers, conducts disability awareness briefings and sensitivity workshops, and facilitates networking and partnerships among employers and disabled persons' organizations. It works across the country.

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Phone: 63.2.995.7336
Email: admin@atriev.org.ph
Web site: www.atriev.org.ph
Address: 3rd Floor, RGG Building
71 Kamias Road
Quezon City

House with No Steps

House with No Steps is an NGO that provides vocational rehabilitation, leadership training and on-the-job training to people with disabilities. It trains students in skills such as computer, metal craft, welding, woodcraft, sewing and packaging. House with No Steps also conducts job placement programmes, matching its qualified trainees to employers and job openings. House with No Steps works throughout the country.

Contact: Ms Jocelyn C. Garcia
Phone: 63.2.655.0812, 655.0055
Email: joycevgar@yahoo.com
Address: 175 Aida Street
Marick Subdivision
Cainta, Rizal 1900

National Council for the Welfare of Disabled Persons (NCWDP)

The NCWDP is the national government office charged with formulating disability policies and coordinating and monitoring the activities of all agencies concerned with disability. The NCWDP also enforces laws related to disability prevention, rehabilitation and equal opportunities for people with disabilities. The Sub-Committee on Employment addresses issues on training and employment of persons with disabilities through policy and programme development. It offers disabled people training, scholarships and transportation discounts. It offers employers disability awareness training and information on the Philippine Magna Carta on Disability, the country's major disability law.

Contact: Ms Catalina L. Fermin
Executive Director
Phone: 63.2.929.8879
Email: council@ncwdp.gov.ph
Web site: www.ncwdp.gov.ph
Address: Ground Floor
Sugar Regulatory Administration (SRA) Building
North Avenue, Diliman
Quezon City

The Nova Foundation for Differently Abled Persons, Inc.

The Nova Foundation promotes the full participation and economic and social integration of persons with disabilities by assisting them in reaching their career goals. The Nova Foundation aims to create employment opportunities by providing information and communication technology training to people with disabilities and assisting in behavioural change so that disabled workers easily adapt to the corporate environment. Aside from skills training, the Nova Foundation offers job placement and matching services and fosters the inclusion of people with disabilities in mainstream job fairs. It works in the National Capital Region, Cebu City and Davao City.

Contact: Mr Rodolfo L. D. Nolasco
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Email: nolasco@novamgt.com, info@novafoundation.ph
Web site: www.novafoundation.ph
Address: Suite 27
Columbia Tower
Ortigas Avenue
Mandaluyong City 1550

Resources for the Blind, Inc. (RBI)

The RBI is a non-profit organization working across the country to provide resources, training, scholarships, counselling and vocational services for those who are blind or visually impaired. It also provides job placement services and helps employers by offering orientation sessions on disability, consultation services in workplace accommodations and equipment loans.

Contact: Mr Randy Weisser
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Email: randy@blind.org.ph, info@blind.org.ph
Web site: www.blind.org.ph
Address: Box 1831
Manila
(and)
Box 470 CPO
Cebu City

Special Training, Employment, Advocacy and Management Foundation (STEAM)

STEAM is an NGO that works with employers across the country to create employment opportunities for Deaf persons to lift them out of poverty and isolation through work. STEAM offers vocational training to Deaf people and also develops and provides pre-employment training for potential employees. STEAM provides employers with disability awareness and sensitivity training (including short courses in American Sign Language) as well as providing on-the-job assistance to technical trainers and consultative support when it comes to reasonable workplace accommodations.

Contact: Ms Rose H. Vergara
Phone: 63.2.374.3828
Email: steamdpfi@yahoo.com
Address: #29-A Scout Tobias Street
Corner Scout Lozano Street
Quezon City 1103

SAMOA

Nuanua O Le Alofa (The National Council of People with Disabilities)

Nuanua O le Alofa is an organization governed by people with different disabilities who are elected annually by disabled Samoans. One of Nuanua's main objectives is to promote equal employment opportunities for people with disabilities. It offers training for its members with disabilities and conducts awareness-raising workshops to help build their self-esteem. Nuanua also works in collaboration with the country's private sector to

promote job creation, income generation and active participation of disabled persons in the village economy. It provides employers with consultative support and job matching services to disabled job seekers and is in the process of creating an employment database. It works across the country.

Contact: Mr Adi Tafunai and Mr Hans Joechim Keil
 Phone: 685.25246, 685.21247
 Email: adi@WomeninBusiness.ws, disabilitycouncil@samoa.ws
 Address: Nuanua O Le Alofa
 PO Box 6235
 Apia

SINGAPORE

Bizlink

Bizlink, a local NGO, has a mission to promote the integration of people with disabilities into mainstream society through both open and sheltered employment. Bizlink offers employers job-matching services and consultations on job and building accommodations. It also provides disability awareness training, employee counselling and follow-up services after an employee has been hired. Employers may also outsource jobs to Bizlink. It will organize the work and supervise its disabled workers to complete the contract at Bizlink's facility.

Contact: Mr J. Chan and Mr R. Teo
 Phone: 65.6449.5652
 Fax: 65.6449.5694
 Email: josephc@bizlink.org.sg, rolandt@bizlink.org.sg
 Web site: www.bizlink.org.sg
 Address: Bizlink 512, Nr. 01-09
 Bedok Industrial Estate
 Chai Chee Lane
 469028

Workforce Development Agency (WDA)

The WDA is a statutory board set up under the Ministry of Manpower. It acts as a catalyst and champion for workforce development. It aims to enhance the employability and competitiveness of employees and job seekers, including those with disabilities, to meet the changing needs of Singapore's economy. The WDA offers employment facilitation programmes, such as job matching and referral services, training and skills upgrading and raising industry standards through enhancing human resource capabilities.

Contact: Ms Tay Ling Ling
 Phone: 65.6512.1085
 Fax: 65.6512.1111
 Email: tey_ling_ling@wda.gov.sg
 Web site: www.wda.gov.sg
 Address: 1 Marina Boulevard No. 16-01
 One Marina Boulevard
 018989

SRI LANKA

Employers' Federation of Ceylon (EFC)

The EFC is the principle organization representing employers throughout Sri Lanka. It promotes employers' interests and provides a wide range of direct services to its members, including special services to build awareness and promote the hiring of disabled workers through its Employers' Network on Disability. The Employers' Network's services include matching workers with disabilities to jobs, arranging job fairs where employers can find suitable candidates with disabilities and maintaining a database of employable disabled job seekers.

Contact: Ms Meghamali Aluwihare
 Phone: 94.286.7966/8 or 286.7941
 Fax: 94.286.7942 or 286.7946
 Email: megamalia@empfed.lk
 Web site: www.empfed.lk/employment.htm
 Address: 385J3, Old Kotte Road
 Rajagiriya

Sri Lanka Foundation for the Rehabilitation of the Disabled (Rehab Lanka)

Rehab Lanka, a local NGO, is managed and staffed by people with all types of disabilities. Its mission is to provide training programmes for people with disabilities, with a focus on disabled women, to enable them to enter mainstream employment. It provides training in computers, industrial sewing and metal fabrication, and job placement and post placement follow-up. Rehab Lanka also offers advice on how employers throughout Sri Lanka can make their workplaces and businesses accessible to people with disabilities.

Contact: Mr Cyril Siriwardane
 Phone: 94.112.689287
 Fax: 94.112.689287
 Email: slfrd@mail.ewisl.net
 Address: 5A, Ketharama Temple Road
 Maligwatte
 Mardana

TAIWAN, CHINA

Eden Social Welfare Foundation

The Eden Social Welfare Foundation is the largest NGO for people with disabilities in Taiwan and operates throughout the province. Services for employers include matching workers with disabilities to jobs and assisting with job accommodations and transportation. During the transition to a new job, its staff provide employment and life counselling to disabled employees and technical assistance and support to their employers; staff can monitor job placement for three months to one year. The Eden Social Welfare Foundation also conducts employment market surveys and work evaluations for people with disabilities and disability awareness training for employers.

Contact: Ms Liang Chun-Yi
Phone: 886.2.2788.2656
Fax: 886.2.2230.6422
Email: dep136@mail.eden.org.tw
Web site: www.eden.org.tw/eng
Address: Nr. 55. 3F, Wanmei Street
Section 1
Taipei 116

THAILAND

Bureau of Empowerment for People with Disabilities Ministry of Social Development and Human Security

The Bureau oversees the employment quota system in Thailand and maintains a list of disabled job seekers. The Bureau assists employers in finding disabled job seekers in Bangkok and can refer employers to local provincial offices of the Ministry to identify job seekers throughout the country. The Bureau also helps employers access graduates from the eight vocational training centres operated by the Department of Social Development and Welfare that trains disabled persons in areas such as computer operation, office skills and industrial sewing.

Contact: Ms Suthida Chuthamas
Phone: 66.2.664.7991/4, ext. 106
Fax: 66.2.644.7995
Email: suthida_chuthamas@yahoo.com
Address: Rajvithee Road, Rajthevee
Bangkok 10400

Foundation for the Employment Promotion of the Blind

The Foundation for the Employment Promotion of the Blind offers training in vocational skills and for independent living. Blind persons from around the country come to the foundation for training in traditional Thai massage, Braille, mobility and orientation skills, computer operation, telephone reception, music and astrology. The Foundation also cooperates with the Non-Formal Education Department and the Vocational Department of the Ministry of Education to conduct special courses in other skill areas. The Foundation assists employers with job placement of its trainees; especially popular are those trained in telephone operation and massage. It will also assist in workplace accommodations and is available for follow-up consultations.

Contact: Mr Pecharat Techavachara
Tel: 66.2.678.0763
Fax : 66.2.678.0765
Email : fepb@internet.ksc.net
Web site: www.fepblind.ksc.net.th
Address: 2218/86 Chan Road
Chongnontri
Bangkok 10120

Redemptorist Job Placement for People with Disabilities

The Redemptorist Job Placement for People with Disabilities, which is part of the Redemptorist Vocational School for the Disabled in Pattaya, fosters collaboration between commercial enterprises throughout Thailand and people with disabilities seeking employment. Redemptorist can match employers and qualified job seekers, organize courses on disability awareness and consult with employers on workplace accommodations. The school provides vocational training in information technology, computer programming, network administration and web site design. Courses last for two years and graduates are assisted with job placement upon completion. Employers are supported in integrating these new workers into the workplace.

Contact: Mr Manop Iamsaard
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Fax: 66.3.871.6542
Email: manop@rvsd.ac.th
Web site: www.rvsd.ac.th/jobs
Address: PO Box 1
Pattaya City
Chonburi 20260

VIET NAM

Department of Labour and Employment Ministry of Labour, Invalids and Social Affairs (MOLISA)

The Department of Labour and Employment oversees 170 employment service centres around the country that list employers' job openings. District offices of the Department, the women's union, the youth union, trade unions and the Department of Defence jointly are involved in running the centres. Many of the centres also offer vocational training for people with disabilities and can customize vocational training according to labour force and employers' needs. The US Department of Labor has trained staff at ten centres in dealing with disabled persons specifically.

Contact: Ms Nguyen Thi Hai Van
Phone: 84.4.8269513
Email: nguyenohaiovan@yahoo.com
Web site: www.molisa.gov.vn
Address: 2, Dinh Le Street
Hoan Kiem District
Hanoi

The Good for Business Project

The Good for Business Project works with both employers and people with disabilities in Hanoi to improve the percentage of people with disabilities working in companies that are members of the Hanoi American Chamber of Commerce. If these companies cannot provide the needed openings, non-member companies are approached. Good for Business also provides disability awareness training for employers, matches workers with disabilities to jobs and facilitates job matching through the Internet.

Contact: Ms Nguyen Thi Thanh Hang
Phone: 84.4.513.1389
Fax: 84.4.513.1390
Email: good4biz@gmail.com, hangcarepy@yahoo.com
Address: Floor 4, No. 214, Nguyen Luong Bang Street
Dong Da District
Hanoi

Sao Mai Computer Center for the Blind

The Sao Mai Computer Center for the Blind in Ho Chi Minh City focuses on enhancing IT applications used by blind people. It provides computer education and training, conducts research on practical computer applications and provides technical assistance. The Sao Mai staff work with area employers to match workers with visual impairments to jobs and assist with follow-up consultations. The staff also identify and install appropriate assistive technology when needed.

Contact: Mr Dao Khan Truong
 Phone: 84.8.834.7155
 Fax: 84.8.293.8300
 Email: info@saomaicenter.org
 Web site: www.saomaicenter.org
 Address: 12B/C7 Hoang Hoa Tham St.
 Ward 13
 Tan Binh Dis
 Ho Chi Minh City

Vietnam Assistance for the Handicapped (VNAH)

The VNAH is an NGO that works to improve the quality of life for people with disabilities throughout Viet Nam through direct humanitarian assistance and programmes that promote the reform of laws and policies. It promotes barrier-free access to public facilities and transportation and works to change the public perception of people with disabilities. The VNAH provides rehabilitation, training and assistive devices to people with disabilities. Through its employer advisory panel, the VNAH provides employers with awareness training, networking and information sharing, and job matching with qualified disabled job seekers.

Contact: Mr Robert Horvath
 Phone: 84.4.747.3000
 Email: roberthorvath@vnah-hev.org, vnah3@vnn.vn
 Web site: www.vnah-hev.org
 Address: #51 C Van Mieu Street
 Dong Da District
 Hanoi

World Concern Development Organization

World Concern focuses on adolescents with disabilities by offering vocational training in areas such as sewing and knitting, motorbike and bicycle repair, electronics, computer use and hair dressing. It matches employers to disabled job seekers and offers disability-awareness training, equipment support and assistance in making workplaces accessible. World Concern covers Hai Duong, Quang Nam, Da Nang and Ninh Binh provinces.

Contact: Ms Huong Le
 Phone: 84.4.562.6311 ext. 113
 Fax: 84.4.562.6312
 Email: lthuong@wcasia.org
 Web site: www.worldconcern.org
 Address: Room 202, 25 Truong Han Sieu St.
 Hoan Kiem District
 Hanoi

GUIDELINES AND FACT SHEETS

The guidelines and fact sheets presented in this section come from various sources. Many can be obtained from web sites, in which case the source is also listed.⁸ They are included here for quick information and to provide examples of what might be found on various web sites. These documents have been printed with permission or are in the public domain. Some of them may reflect information specific to a country or its laws related to the employment of people with disabilities. Nevertheless, such checklists and fact sheets may be useful in making your workplace and recruitment and retention procedures more “disability-friendly”.

- Hiring persons with disabilities
- Company disability policy guidelines and self-assessment checklist
- Inclusion of persons with disabilities
- Language
- Overcoming fears and concerns
- Disability-friendly strategies
- Attitudinal barriers
- Psychiatric disabilities and mental illness
- Hidden disabilities
- Barrier-free tourism

⁸ Minor changes have been made to correct errors in some fact sheets.

HIRING PERSONS WITH DISABILITIES

US Department of Labor

Web site: www.dol.gov

Download from: www.dol.gov/odep/pubs/ek96/chcklist.html

DO!

Do learn where to find and recruit people with disabilities.

Do learn how to communicate with people who have disabilities.

Do ensure that your applications and other company forms do not ask disability-related questions and that they are in formats that are accessible to all persons with disabilities.

Do consider having written job descriptions that identify the essential functions of the job.

Do ensure that requirements for medical examinations comply with the Americans with Disabilities Act (ADA).

Do relax and make the applicant feel comfortable.

Do provide reasonable workplace accommodations that the qualified applicant will need to compete for the job.

Do treat an individual with a disability the same way you would treat any applicant or employee, with dignity and respect.

DON'T!

Don't assume that persons with disabilities are unemployable.

Don't assume that persons with disabilities lack the necessary education and training for employment.

Don't assume that persons with disabilities do not want to work.

Don't assume that alcoholism and drug abuse are not real disabilities or that recovering drug abusers are not covered by the ADA.

Don't ask if a person has a disability during an employment interview.

Don't assume that certain jobs are more suited to persons with disabilities.

Don't hire a person with a disability if that person is a significant risk of substantial harm to the health or safety of the public and there is no reasonable workplace accommodation to reduce the risk or the harm.

Do know that among those protected by the ADA are qualified individuals who have AIDS, cancer, who are traumatically brain injured, deaf, blind and intellectually or learning disabled.

Do understand that access includes not only environmental access but also making forms accessible to people with visual or cognitive disabilities and making alarms/signals accessible to people with hearing disabilities.

Do develop procedures for maintaining and protecting confidential medical records. Do train supervisors on making reasonable workplace accommodations.

Don't hire a person with a disability who is not qualified to perform the essential functions of the job even with a reasonable workplace accommodation.

Don't assume that you have to retain an unqualified employee with a disability.

Don't assume that your current management will need special training to learn how to work with people with disabilities.

Don't assume that the cost of accident insurance will increase as a result of hiring a person with a disability.

Don't assume that the work environment will be unsafe if an employee has a disability.

Don't assume that reasonable workplace accommodations are expensive.

Don't speculate or try to imagine how you would perform a specific job if you had the applicant's disability.

Don't assume that you don't have any jobs that a person with a disability can do.

Don't make medical judgments.

Don't assume that a person with a disability can't do a job due to apparent and non-apparent disabilities.

Don't assume that your workplace is accessible.

COMPANY DISABILITY POLICY GUIDELINES AND SELF-ASSESSMENT CHECKLIST

Independent Living Institute, Sweden

Web site: www.independentliving.org

Download from: www.independentliving.org/studyworkabroad/disability-information-checklist/checklist-corporate-disability-policy.pdf

“A company’s commitment to diversity in staff, customers or clients is part of its organizational identity. As such, it needs to be expressed and displayed in a statement on the company’s web site. The policy regarding people with disabilities should be a distinct part of the document.” *Independent Living Institute, Sweden*

Guidelines for formulating a disability policy

In formulating your company’s policy regarding the inclusion of persons with disabilities as customers and staff, you might want to keep in mind the following points:

Your diversity policy, if you have one, should contain explicit references to “persons with disabilities” and include:

- A brief statement of your goals and rationale for a disability policy and any references to pertinent legislation.
- The name of the department and organizational level in the company in charge of the policy’s implementation, including name and contact details of the coordinating officer(s).
- A clear description of the due process for grievance settlements.
- Examples of adaptations and accommodations already implemented.
- Answers to frequently asked questions, for example, about the level of the company’s ambition in including persons with disabilities, its experience in accommodating people with different disabilities and where to get more information.

Please keep in mind that access needs differ from person to person. What may be inaccessible to one person may not present an obstacle to another. An office upstairs without an elevator may not be a problem for a person with a sight or hearing impairment. For smaller companies in this situation, rather than not having any disability policy at all, we suggest a more pragmatically formulated policy that includes details about specific obstacles, such as:

“We welcome people with disabilities as employees, trainees and volunteers. Unfortunately, our current offices are at the top of several flights of stairs. We encourage applicants with disabilities who are interested in working, volunteering

or training with us to contact us in order to discuss their qualifications for the work and the possibilities of improving their working conditions through assistive devices and adaptations of workplace or work routines.”

Guidelines for presenting your company’s disability policy on your web site:

Display the disability policy on your web site in a manner that reflects the company’s priority regarding inclusion of persons with disabilities. This involves ease of navigation, clear and easily understandable language and web accessibility (such as for people who are blind). Easy access should not be limited to the disability policy statement itself or other information of interest to visitors with disabilities but should apply to the company’s whole web site. For information on web accessibility, see for example www.w3.org/WAI.

In displaying the disability policy you might want to:

- Have no more than three mouse clicks between the company’s homepage and the disability policy.
- Keep the pages with the disability policy updated (at least once a year).

INCLUSION OF PERSONS WITH DISABILITIES

Independent Living Institute, Sweden

Web site: www.independentliving.org

Download from: www.independentliving.org/studyworkabroad/disability-information-checklist/checklist-corporatedisability-policy.php

The following questions are intended as an aid in assessing an organization's ability to accommodate employees and trainees with disabilities. Your answers to these questions will be helpful information for prospective applicants as well for your own periodic internal monitoring purposes.

1. Does your company have a disability policy and an action plan, as an integral part of a general plan, to safeguard equal access for customers, employees and trainees with disabilities regarding premises, operations, products and services?
2. Does your company have a budget for the action plan, a coordinating office and/or designated officer in charge of its implementation throughout the company system?
3. Does your company have a budget for making additional adaptations, over and above the general measures, for individual employees and trainees with disabilities? Are there state subsidies available for this purpose? Would foreign trainees have to contribute towards these costs?
4. When advertising job vacancies, internships and traineeships, do you state that qualified people with disabilities are welcome to apply?
5. Is your company web site fully accessible to people with different disabilities?
6. Is printed material available in alternative formats?
7. Are there any "way-finding" aids (tactile markers, etc.) on the company's premises?
8. Do the lighting conditions in the various parts of the premises take into account the needs of persons with sight impairments?
9. Do the acoustic conditions in the various parts of the premises take into account the needs of persons with hearing impairments? Are there optical equivalent solutions for acoustic signals, such as emergency sirens?
10. Are qualified sign language interpreters for Deaf persons available or can they be recruited? Are they available for foreign trainees who might need these services?
11. Can employees and trainees with learning disabilities request that routines, instructions and supervision be adapted to their needs?

12. Is the air quality in the various parts of the premises suitable for persons with allergies, asthma and substance sensitivities?
13. In what way does the company's physical environment take into account the needs of persons with physical disabilities, such as wheelchair users regarding parking, outdoor pathways, entrances, moving between different floors, hallways, offices, meeting rooms, production and storage facilities, cafeterias, gyms, toilets?
14. Do geographical distances between different parts of the company require transportation for persons with ambulatory limitations, and how is this need solved?
15. What are the possibilities for trainees with disabilities to obtain suitable housing near their place of work?

LANGUAGE

Equal Employment Opportunities Trust (NZ) and UK Employers' Forum on Disability

Web site: eeotrust.org.nz, www.employers-forum.co.uk

Download from: www.eeotrust.org.nz/toolkits/disability.cfm?section=practicaltips

Language represents our attitudes and influences the views and behaviours of those around us. The language with which we talk about disability and refer to people with disabilities is very important because poor choices lead to negative or stigmatizing perceptions that only reinforce false stereotypes and will hurt the morale of any workplace.

In the past, language used to describe people with disabilities focused on the medical condition rather than the person. This was dehumanizing and did not portray people with disabilities as capable individuals. Today, the language used should emphasize a social perspective reflecting a person's individuality over his or her impairment.

Language use can change over time and from person to person, so it is important to be open to input and individual preferences. If you are not sure of what words to use, you may ask the person how he or she refers to him/herself.

- *Disabled* is the proper term as opposed to "handicapped". The key is to always identify people as *a person or people*, as in *a disabled person or people with disabilities*. Do not use non-personal phrases, such as "the disabled;" it is dehumanizing and seems to reduce people to their impairment.
- Avoid outdated terms such as "handicapped" and "crippled". Many of these terms are considered derogatory. Although they may have once been common usage, they are no longer acceptable.
- With any disability, avoid negative, disempowering words that invite pity, such as "victim" or "sufferer" and phrases like "in spite of his/her disability." For many people, their disability is simply a part of their life and not a tragedy.
- Avoid labels that lump people together as a homogeneous group. Labels such as "the disabled" or "the mentally ill" reinforce stereotypes that disabled people are exactly alike by nature of their impairment and are separate from society. They also reinforce stereotypes that people with disabilities are powerless patients.
- For deaf people, avoid the phrase "deaf and dumb". This terminology is outdated and derogatory. In any case, many deaf people are not silent; they can speak and use sounds.

- The phrase “mentally retarded” is considered outdated and offensive by many. Instead, a person should be referred to as *having an intellectual disability*.
- Wheelchairs give people the freedom to move. So do not speak of them as if they are confined. Instead say, “he/she uses a wheelchair” rather than “he/she is wheelchair-bound” or “confined to a wheelchair”.
- Don’t be afraid to use common expressions that might relate to someone’s disability, such as “see you later”, “did you hear about that?” or “I’ll be running along”. People with disabilities do not want excessive attention brought to them or to bring discomfort to others.
- When addressing someone with a disability, offer him or her the same respect as anyone else in the same situation. Do not treat adults as if they were children.

OVERCOMING FEARS AND CONCERNS

Virginia Commonwealth University Rehabilitation Research and Training Center on Workplace Supports and Job Retention, United States

Web site: www.worksupport.com

Download from: www.worksupport.com/resources/viewContent.cfm/73

The following reflect questions and concerns business leaders have reported as reasons they were reluctant to hire people with disabilities.

1. Why should I recruit and hire from this labour pool?

First and foremost, the answer is because it makes good business sense. Currently, there is full employment in the country and in order for your business to grow, you will need workers who are qualified, dependable and will be an asset to the company. However, if you have never recruited, hired or worked with a person with a disability, you probably have lots of questions – which creates hesitation in hiring people with disabilities.

2. What is it going to cost my business to accommodate the workplace so people with disabilities can work as well as visit my business?

Your fears and concerns are important and shared by lots of businesspeople. But let us share some information that will show why they are unfounded. Studies have shown that more than half of the accommodations cost less than US\$500 and over 80 per cent cost less than \$1,000. Approximately 20 per cent cost nothing at all. In addition, there are resources available to help with some of the accommodations as well as several tax credits that will assist the removal of architectural barriers to your workplace. Remember, if a person needs an accommodation and it is an undue hardship for your business, it does not have to be implemented. Even if you don't hire individuals with disabilities, the easier it is for people with disabilities who live in your community as well as the aging citizens to access your business, the more profit your company will enjoy. It is important to note that people with disabilities represent a major market who have needs like other customers. They have substantial buying power.

3. Will my insurance rates go up?

Many businesses express fear and concern that if they hire workers with disabilities, the company's insurance costs will go up. A survey of human resource managers, conducted by Cornell University (US) revealed that a company's health, life and disability insurance costs rarely rise because of hiring employees with disabilities. However, attitudinal stereotypes about people with disabilities are still pervasive in the workplace, causing them to be hired less and fired more than workers without disabilities.

4. How will hiring people with disabilities affect the morale of my other employees?

Your concern about your other employees is one that every good manager or business owner needs to consider in hiring any new employee. Depending upon your other employees' experiences with working or socializing with people with disabilities, they may be uncomfortable at first. But usually this doesn't last very long. Most of the time, you need to make sure your other workers are not trying to assist the person with a disability too much. It has been reported by a number of employers that having persons with disabilities in the work environment causes other employees to work harder and be more productive.

5. What happens if the person with a disability doesn't work out in my company?

This concern has been asked by many business people. The issue of a person with a disability experiencing performance problems that might lead to termination is an issue that many employers fear. It is never easy to terminate someone from a job. However, if the employee is not able to do the work and after efforts have been made to correct the performance but without results, you are within your rights to terminate the employee with a disability just as you would any other employee.

6. How do I deal with a person with a disability in an interview situation and what if I say the wrong thing?

One of the biggest fears expressed by people is, "What do I do when I meet and interview someone with a disability? What is the proper etiquette? What do I say? Do I offer my hand? Do I move furniture? What if I make a mistake or say something stupid?" All of these are normal feelings when you first meet someone with a disability. However, the more contact you have with people with disabilities and the more interviews you conduct, the more comfortable you will become in dealing with these situations. There are certain etiquette tips that can be provided to you and other business people as well as training opportunities for interviewing applicants with disabilities. If you make a mistake, just shake it off and move on. We are all humans and make mistakes. The applicant with a disability will understand.

Now that your fears and concerns have been eased, you are ready to get started recruiting from this large labour pool to help you with your labour shortage. Also, you may wish to get involved with a local disability group in your community to offer your services in developing resumes, conducting mock interview classes as well as engaging in other activities that will put you in contact with this target customer and applicant population.

Good luck with your recruiting efforts.

DISABILITY-FRIENDLY STRATEGIES

US Department of Labor

In cooperation with the Business Leadership Network (BLN), an employer-led initiative of the Office of Disability Employment Policy, supported by the US Chamber of Commerce

Web site: www.dol.gov/odep

Download from: www.dol.gov/odep/archives/ek00/friendlystrat.html

Employers who include disability issues in corporate diversity policies enrich and enhance workplace benefits in the new economy. Such benefits include diverse leadership, innovation, increase in overall morale and the ability to cast a wider recruiting net. The following are strategies to successfully incorporate persons with disabilities into the workplace.

Make a corporate commitment to include persons with disabilities among your stakeholders.

Is the CEO committed to a disability friendly workplace? Is there a written document to all staff that affirms this commitment? Do corporate policies, procedures and practices specifically mention disability? Do persons with disabilities serve on the board? Are employees and customers with disabilities seen in the annual report? Are workers with disabilities employed at all skill levels in the workforce, including senior management positions? Are your products or services marketed to customers with disabilities? ***CEO commitment means senior leadership will embrace disability policies and that the organization will “talk the talk and walk the walk”.***

Educate all staff on disability.

Does new staff orientation include disability awareness training? Are training materials available in alternate formats, such as large print, Braille and captioning? Do employees with disabilities serve as mentors for new hires who do not have disabilities? ***Providing disability education dispels myths and enables all staff to make sound disability employment decisions.***

Provide ongoing information on disability.

Are staff familiar with legislation pertaining to disability? Do staff receive disability information that could be helpful at work, at home or at school? Is disability information provided routinely in the company newsletter or on an intranet site? Are disability resources in the community contacted to help injured workers return to the workplace as soon as possible? ***Continued education enables employees to use pertinent disability information to resolve everyday family and work life situations.***

Form a disability support group.

Do employees with disabilities meet to discuss disability employment issues? Does this group have authority to make recommendations to management? Are all staff aware of this group and the contributions it makes to corporate success? *Disability perspectives enable all employees to contribute their full work potential to corporate success.*

Provide accessible facilities and services.

Are buildings, parking areas, work spaces and communications systems accessible to persons with disabilities? *Accessible facilities and services are more useful for everybody and allow everyone to feel an equal part of a team.*

Accommodate applicants and workers with disabilities.

Is there a central source and budget for accommodations? Are applicants and employees informed that accommodations are available, if needed? With permission, are employees' success stories that demonstrate improved productivity based on workplace accommodation shared with other employees? Does staff routinely stay abreast of new developments in universal and assistive technology? *An open policy on accommodations allows candidates and workers with disabilities to demonstrate what they can do.*

Project a disability-friendly image to attract job candidates and customers with disabilities.

Do college recruiters also target students with disabilities when making campus calls? Do recruiters search for resumes on disability-related web sites? Are publications directed to persons with disabilities targeted for company advertising? Are recruiters and other personnel responsible for establishing working relationships with community agencies serving applicants with disabilities? *Building relationships with community agencies increases referrals of candidates with disabilities.*

Hire applicants with disabilities.

Do recruiters regularly attend employment fairs for candidates with disabilities or target students at colleges with known populations of students with disabilities? *A diverse workforce includes employees with disabilities.*

Train and promote workers with disabilities.

Do employees with disabilities routinely participate in employer-sponsored training opportunities? If not, has this issue been brought before the Disability Support Group for recommendations? Are procedures in place to promote qualified employees with disabilities to management and supervisory positions? *Employers who "talk the talk and walk the walk" of disability employment promote qualified workers to upper-management positions.*

Encourage staff to volunteer in the community.

Are staff encouraged to build relationships with the disability community's service organizations during work hours? Do staff make regular visits to high schools to inform administrators, teachers and students (including students with disabilities) about scheduled open houses and job trends in your industry? Are human resources staff instructing students with disabilities about how to set up a scannable resume or serving as mentors to graduating post-secondary students with disabilities to help them with their job search? ***Employers who want to make a difference in the disability employment arena are eager to influence tomorrow's disabled workers and help job candidates with disabilities with their search.***

ATTITUDINAL BARRIERS

US Department of Labor's Office of Disability Employment Policy

Web site: www.dol.gov/odep

Download from: <http://dvr.dhhs.state.nc.us/DVR/pubs/Attitudes.pdf>

In the "Quagmire" episode of the American television series *The X-Files*, Agent Mulder, discussing the Captain Ahab character (who has only one leg) in the novel *Moby-Dick*, tells Scully he always wished he had a physical disability. His reasoning: Because society doesn't expect much from people with disabilities, he wouldn't have to work so hard to prove himself. Without a disability, Mulder would be considered lazy or a failure if he didn't work, whereas with a disability, he would have an excuse for slacking and would be called "courageous" for merely holding a job, let alone succeeding.

The fact that a respected character on one of America's most popular television shows expressed this viewpoint exemplifies the rampant attitudinal barriers hindering people with disabilities in or trying to enter the workforce.

People with disabilities encounter many barriers every day – from physical obstacles in buildings to systemic barriers in employment and civic programmes. Yet, often, the most difficult barriers to overcome are attitudes other people carry regarding people with disabilities. Whether born from ignorance, fear, misunderstanding or hate, these attitudes keep people from appreciating – and experiencing – the full potential a person with a disability can achieve.

The most pervasive negative attitude is focusing on a person's disability rather than on an individual's abilities. A lawyer is effective if he or she has a solid grasp of law and can present a complete case before a jury or judge; that the lawyer accesses law books through a Kurzweil reader because he or she is blind is immaterial to the job skill. A rancher is effective if she or he feeds the cattle and mends the fences; that the rancher with paraplegia operates a cattle feeder system in the bed of a truck via a rod from the cab or rides an all-terrain vehicle to reach fences is immaterial to the job skill. A stocker in a factory is effective if he or she packages the proper number of items in each bin; that the stocker, because of a developmental disability that limits attention span, uses a counting device is not only immaterial to the job skill but can make that person the most accurate stocker on the factory floor.

Agent Mulder expresses a more insidious attitude – that society doesn't expect people with disabilities to perform up to standard, and when people with disabilities do, they are somehow courageous. This attitude has the effect of patronizing people with disabilities, usually relegating them to low-skilled jobs, setting different job standards (sometimes lower standards that tend to alienate co-workers, sometimes higher standards to prove they cannot handle a job) or expecting a worker with a disability to appreciate the opportunity to work instead

of demanding equal pay, equal benefits, equal opportunity and equal access to workplace amenities.

People with disabilities encounter many different forms of attitudinal barriers, as the following explains:

Inferiority

Because a person may be impaired in one of life's major functions, some people believe that individual is a "second-class citizen". However, most people with disabilities have skills that make the impairment moot in the workplace.

Pity

People feel sorry for the person with a disability, which tends to lead to patronizing attitudes. People with disabilities generally don't want pity and charity, just equal opportunity to earn their own way and live independently.

Hero worship

People consider someone with a disability who lives independently or pursues a profession to be brave or "special" for overcoming a disability. But most people with disabilities do not want accolades for performing day-to-day tasks. The disability is there; the individual has simply learned to adapt by using his or her skills and knowledge, just as everybody adapts to being tall, short, strong, fast, easy-going, bald, blonde, etc.

Ignorance

People with disabilities are often dismissed as incapable of accomplishing a task without the opportunity to display their skills. In fact, people with quadriplegia can drive cars and have children. People who are blind can tell time on a watch and visit museums. People who are Deaf can play baseball and enjoy music. People with developmental disabilities can be creative and maintain strong work ethics.

Spread effect

People assume that an individual's disability negatively affects other senses, abilities or personality traits or that the total person is impaired. For example, many people shout at people who are blind or don't expect people using wheelchairs to have the intelligence to speak for themselves. Focusing on the person's abilities rather than his or her disability counters this type of prejudice.

Stereotypes

The other side of the spread effect is the positive and negative generalizations people form about disabilities. For example, many believe that all people who are blind are great musicians or have a keener sense of smell and hearing, that all people who use wheelchairs are docile or compete in the Paralympics, that all people with developmental disabilities are innocent and sweet-natured, that all

people with disabilities are sad and bitter. Aside from diminishing the individual and his or her abilities, such prejudice can set too high or too low a standard for individuals who are merely human.

Backlash

Many people believe individuals with disabilities are given unfair advantages, such as easier work requirements. Employers need to hold people with disabilities to the same job standards as non-disabled co-workers, though the means of accomplishing the tasks may differ from person to person. The Americans with Disabilities Act (ADA) does not require special privileges for people with disabilities, just equal opportunities.

Denial

Many disabilities are “hidden”, such as learning disabilities, psychiatric disabilities, epilepsy, cancer, arthritis and heart conditions. People tend to believe these are not bona fide disabilities needing accommodation. The ADA defines “disability” as an impairment that “substantially limits one or more of the major life activities”. Accommodating “hidden” disabilities that meet the above definition can keep valued employees on the job and open doors for new employees.

Fear

Many people are afraid that they will “do or say the wrong thing” around someone with a disability. They therefore avert their own discomfort by avoiding the individual with a disability. As with meeting a person from a different culture, frequent encounters can raise the comfort level.

Breaking down those barriers...

Unlike physical and systematic barriers, attitudinal barriers that often lead to discrimination cannot be overcome simply through laws. The best remedy is familiarity, getting people with and without disabilities to mingle as co-workers, associates and social acquaintances. In time, most of the attitudes will give way to comfort, respect and friendship.

Tips for interacting with people with disabilities:

- Listen to the person with the disability. Do not make assumptions about what that person can or cannot do.
- When speaking with a person with a disability, talk directly to that person, not through his or her companion. This applies whether the person has a mobility impairment, a mental impairment, is blind or is Deaf and uses an interpreter.

- Extend common courtesies to people with disabilities as you would anyone else. Shake hands or hand over business cards. If the person cannot shake your hand or grasp your card, they will tell you. Do not be ashamed of your attempt, however.
- If the customer has a speech impairment and you are having trouble understanding what he or she is saying, ask the person to repeat rather than pretend you understand. The former is respectful and leads to accurate communication; the latter is belittling and leads to embarrassment.
- Offer assistance to a person with a disability, but wait until your offer is accepted before you help.

It is okay to feel nervous or uncomfortable around people with disabilities, and it is okay to admit that. It is human to feel that way at first. When you encounter these situations, think “person” first instead of disability; you will eventually relax.

PSYCHIATRIC DISABILITIES AND MENTAL ILLNESS

Virginia Commonwealth University Rehabilitation Research and Training Center on Workplace Supports and Job Retention, United States

Web site: www.worksupport.com

Download from: www.worksupport.com/research/viewContent.cfm/45

Psychiatric disabilities

In spite of the presence of symptoms, many people with mental illness work every day or attend school. Many successful individuals in government, arts, theatre, law, education, entertainment and medicine have some form of mental illness.

Did you know?

- Four of the ten leading causes of disability for persons aged 5 and older are mental disorders.
- An estimated 15 per cent of the US population uses some form of mental health services in any given year.
- Mental illnesses are treatable.
- One in five people will experience mental illness in his or her lifetime.
- One in four people knows someone personally who has a mental illness.

Mental illness

Employment concerns

Employers who have no known experience with mental illness may be concerned about hiring a person with a psychiatric disability. Unfortunately, there are numerous stereotypes that impact society's attitudes. Some employers may assume that a person with a mental illness will act inappropriately or be unreliable when performing essential job functions. Fortunately, workplace accommodations and support can help the employee overcome functional limitations.

A small number of people require minimal support while others need occasional or substantial support. The level varies over time for the individual. Typical support needs include help in maintaining concentration, handling stressful situations, interacting with co-workers or responding to supervisor feedback.

Accommodation considerations

There is a variety of workplace accommodations that are effective for people who are experiencing mental illness, such as:

Supervising effectively

- Provide continual feedback and reinforcement
- Develop clear expectations of responsibility
- Develop strategies to deal with problems
- Develop a procedure to evaluate accommodations.

Maintaining stamina during the workday

- Allow flexible scheduling
- Provide additional time to learn tasks and new responsibilities
- Allow use of a job coach
- Allow the employee to work from home.

Maintaining concentration

- Reduce distraction in the work area
- Provide space enclosures or private office space
- Plan for frequent breaks
- Divide large assignments into smaller tasks.

Interacting with co-workers

- Educate employees on disabled people's right for workplace accommodations
- Provide sensitivity training to co-workers and supervisors
- Make attendance at work-related social functions optional
- Encourage non-work conversations out of the work area.

Aiding memory

- Allow the employee to use a tape recorder
- Provide for typewritten notes, checklists and instructions
- Allow additional time for training.

Handling stress

- Provide praise and positive reinforcement
- Refer to counselling and employee-assistance programmes
- Allow telephone calls to a doctor during work hours.

Employment scenarios

Medication

Due to medication, a senior management employee becomes very tired in the early afternoon. She is allowed to come in an hour earlier and to complete her work from home electronically late at night.

“This flexible schedule is not that different from the administrative assistant who is a single mother and does not have a disability but has two small children. She is allowed to come in an hour earlier in the morning, leave in time to pick up and care for her children after school and complete her job from her computer after putting the kids to bed.”

Larry Dale, State Liaison for Louisiana Business Leadership Network (BLN)

Schizophrenia

A young man diagnosed with schizophrenia hears voices. At the floor-cleaning company where he works, there is also often a lot of walking traffic. As an accommodation, the young man is allowed to wear earphones and listen to music, which helps him keep his mind on his work. He does his job so well that his supervisor reports that he is the most dependable, hard-working person he employs. He has been working in the job for more than ten years.

“This accommodation is not greatly different from the young man on the construction job who goes about his work with earphones on. He knows his work and gets his job done while listening to whomever the latest pop or rap artist happens to be. He does not have a disability. Music helps the job pass more interestingly and more enjoyably.”

Larry Dale, State Liaison for Louisiana BLN

Mood disorder

An employee in an office environment has a mood disorder and is affected by whether her surroundings are dull or bright. Her office has been painted a bright colour and has lots of extra lighting. This helps her to feel more comfortable and able to achieve at a very high level. She has won continuous recognition awards for her agency.

“This lady is not much different from the senior employee who is indispensable to a company and has turned 45 years old. She needed more light because she has become unable to read the size of the print she used to be able to read. Disability? I wouldn't think anyone would say yes. Would the company give her as much light as she needed to feel comfortable doing her job? I think so!”

Larry Dale, State Liaison for Louisiana BLN

These examples represent some simple and inexpensive ways to make accommodations for employees with disabilities. Businesses are accustomed to making individual adjustments for employees. The lesson here is that people with psychiatric labels or people with disabilities are accommodated in ways similar to employees without disabilities.

HIDDEN DISABILITIES

US Department of Labor's Office of Disability Employment Policy

Web site: www.dol.gov/odep

Download from: www.dol.gov/odep/archives/ek00/hiddenemp.htm

The Americans with Disabilities Act (ADA) defines "disability" as an impairment that "substantially limits one or more of the major life activities". Although some disabilities, such as inability to walk, missing or impaired limbs or severely impaired vision, are easy to observe, many disabilities are not. Some examples of "hidden" disabilities are learning disabilities, mental illness, epilepsy, cancer, arthritis, intellectual disability, traumatic brain injury, AIDS and asthma. Many people do not believe that hidden disabilities are bona fide disabilities needing accommodation. Hidden disabilities can result in functional limitations that substantially limit one or more of the major life activities, just like those that are visible. Accommodating hidden disabilities can keep valued employees on the job and open doors for new employees.

The ADA requires that reasonable accommodation be provided, if necessary, for all impairments that meet the definition of "disability", whether hidden or visible. Reasonable accommodations must be determined on a case-by-case basis to ensure they effectively meet the needs of the employee and the employer. Accommodations can range from making existing facilities accessible for wheelchair users to job restructuring, acquiring or modifying equipment, developing flexible work schedules or modifying task protocols.

Accommodating qualified employees with disabilities sets up a win-win situation: employers gain a qualified, stable, diverse workforce; people with disabilities get jobs; and society saves money that previously funded public benefits and services for people with disabilities.

The following are examples of accommodations worked out through discussions between employees with disabilities and employers, in consultation with the Office of Disability Employment Policy's Job Accommodation Network (JAN). JAN is a toll-free service that provides advice to businesses and individuals on workplace accommodations and the employment provisions of the ADA.⁹

These samples of accommodations do not represent the only possible solution. To receive guidance on specific accommodation questions, talk with the employee and give JAN a call.

⁹ JAN can be reached by calling 1-800-526-7234 (V/TTY) in the United States.

Situation: *A bowling alley worker who is intellectually disabled and has bi-manual motor and finger dexterity problems was having difficulty properly wiping the bowling shoes that had been returned by customers.*

Solution: A local job coach service provider fabricated a device that allowed the individual to roll the shoes in front of a brush rather than run a brush over the shoes.

Cost: No cost because the scraps of wood that were left over from other projects were used to make the device.

Situation: *A high school guidance counsellor with attention deficit disorder was having difficulty concentrating due to the school noise.*

Solution: The school replaced the bell on his phone with an electric light bulb device that lights up when the phone rings, sound-proofed his office and provided a floor fan for white noise.

Cost: Less than US\$600

Situation: *A machine operator with arthritis had difficulty turning the machinery control switches.*

Solution: The employer replaced the small machine tabs with larger cushioned knobs and provided the employee with non-slip dot gripping gloves that enabled him to grasp and turn the knobs more effectively and with less force.

Cost: Approximately \$130

Situation: *A warehouse worker whose job involved maintaining and delivering supplies was having difficulty with the physical demands of his job due to fatigue from cancer treatment.*

Solution: The employer provided the employee with a three-wheeled scooter to reduce walking. The employer also rearranged the layout of supplies in the warehouse to reduce climbing and reaching.

Cost: \$3,000

Situation: *Due to hot weather conditions, a worker with asthma was having difficulty working in an outside environment fuelling airplanes and moving luggage.*

Solution: The employer moved the individual to the midnight shift and to a position where the worker was both inside and outside the facility.

Cost: \$0

Situation: *A telephone consultant with traumatic brain injury was experiencing short-term memory loss and auditory discrimination problems, which resulted in difficulties responding to telephone requests for information, entering information into her computer and following oral instructions.*

Solution: The employer provided sound-absorbing office partitions, which reduced noise and distractions, and reprogrammed the telephone bell so that the employee could readily differentiate between her phone and others in the area. The employer added an anti-glare screen guard on the computer to reduce screen flicker and prevent dizziness and fatigue. Instructions, daily reminders of meetings and other scheduled activities were provided in writing.

Cost: \$345

Situation: *An office manager who had been treated for stress and depression was experiencing difficulty maintaining her concentration when trying to complete assignments and meet critical deadlines.*

Solution: She discussed her performance problems with her supervisor. The employer implemented accommodations that allowed her to organize her time by scheduling "off" times during the week when she could work without interruptions. She was also placed on a flexible schedule that gave her more time for counselling and exercise. The supervisor trained the employee's co-workers on stress management and provided the office manager information about the company's employee-assistance programme.

Cost: \$0

Situation: *An insurance adjuster was allergic to rubber and the formaldehyde in the paper products used by his employer.*

Solution: The employer provided the employee with cotton gloves for handling paper and switched to recycled, chlorine-free paper and soy-based ink products.

Cost: Paper and ink costs increased approximately \$130 per year and the gloves cost \$10

Situation: *A claims representative with lupus was sensitive to fluorescent light in his office and to the radiation emitted from his computer monitor.*

Solution: The employer changed the overhead lights from fluorescent to broad-spectrum by using a special filter that fit onto the existing light fixture and provided the employee with a flicker-free monitor and a glare guard.

Cost: Approximately \$1,065

Situation: *A part-time college instructor with Asperger's Syndrome was experiencing auditory discrimination difficulties that prevented her from making immediate decisions. This was causing problems for her during meetings and annual evaluations and had prevented her from meeting time lines for projects.*

Solution: The employee was permitted to take notes during staff meetings and to provide written responses to all attendees on the questions raised during the meeting within a time frame agreed upon by the meeting participants. The employee also received a copy of meeting agendas, annual evaluations and project expectations in advance of the face-to-face meetings and was thereby able to ask questions or provide follow-up responses in writing.

Cost: \$0

Situation: *A machine operator with HIV was experiencing difficulties remembering the steps involved in changing a part on his machine.*

Solution: The employer provided the employee with a step-by-step check list and written instructions on how to change the part.

Cost: \$0

BARRIER-FREE TOURISM

Transport and Tourism Division, UNESCAP

Web site: www.unescap.org/ttdw

Download from: www.unescap.org/ttdw/Publications/TPTS_pubs/pub_2316/pub_2316_tor.pdf

The business case states that employing people with disabilities is important because they have insight into an overlooked and multibillion-dollar market segment. One of the industries where this consumer market segment is most important and where certain businesses are poised to capitalize on it is the tourism industry.

As more disabled people gain employment throughout the world, they are becoming a growing group of consumers of travel, sport and other leisure-oriented products and services. Research conducted by Australia's Deakin University found that there are more than 100 million disabled people in the world with a disposable income. They present a niche market segment that is being increasingly pursued by tourism service providers to gain a competitive edge in the Asia and Pacific region. A successful strategy in attracting this market has relied on hiring service providers who have disabilities.

The travel needs of people with disabilities have been categorized as "barrier-free tourism". Barrier-free tourism not only attracts people with disabilities but also their family and friends. And closely linked to the needs of people with disabilities are the travel needs of less mobile senior citizens and families with young children, all of whom compose large market segments.

The main tourism-generating countries of North America, Europe and Australia have already recognized that people with disabilities, together with their friends and family, constitute a large potential consumer market. In these countries, barrier-free tourism has fostered a powerful niche market. Identifying and accommodating that niche market in Asia and the Pacific is a strategy to attract more tourists from main tourism-generating countries.

In general, accessibility is the major issue for letting disabled people feel confident enough to spend their time and money at a particular destination. Barriers to disabled travellers come in many different forms through three main clusters:

- **Physical access**, which involves people with mobility impairments (such as wheelchair users) and accommodations such as ramps, handrails, lower counters and lifts.
- **Sensory access**, which involves people with hearing or sight impairments and such accommodations as tactile markings, handrails and both audio and visual cues for elevators and alarm systems.

- **Communication access**, which involves people who have difficulty communicating through written language, vision and speech and may necessitate the training of staff in alternative communication means. Many tourism service providers should already be capable of this because communication between people of different cultures and countries often requires alternative communication skills anyway.

Despite this niche market and its powerful consumer demand, most tourism service providers in the Asia and Pacific region have yet to recognize the importance of taking action to create a barrier-free environment. Many tourist sites and facilities are not accessible and their staff are not trained in disability awareness. However, service providers, who have recognized the consumer demand and have made the necessary accommodations, such as the following, will tell you that it pays off:

- The Hilton Adelaide Hotel in Australia
Web site: www.hilton.com
- St. Bernard Beach Resort in Bantayan Island, Philippines
Web site: www2.mozcom.com/~fhl
- Thara Patong Beach Resort in Phuket, Thailand
Web site: www.tharapatong.com
- TransIsland Taxis Ltd in Singapore
- Timeless Excursions tour operator in India
Web site: www.timelessexcursions.com
- Navyo Nepal tour operator in Nepal
Web site: www.navyonepal.com
- China Yunnan Exploration Travel Service in China
Web site: www.toptrip.cc/tour_disabled.htm
- Accessible Kiwi Tours in New Zealand
Web site: www.tours-nz.com

Accessible Journeys, Inc. is a US-based wholesaler that offers consultative support in developing accessible travel itineraries and booking services to any IATA-, ARC- or CLIA-licensed travel agent. You can check out their services for travel agents and tour operators on their web site: www.disabilitytravel.com

Participants at the Asia-Pacific Conference on Tourism for People with Disabilities (September 2000 in Bali) agreed on the following action steps that service providers should take to promote barrier-free tourism:

1. Develop in-house programmes to raise awareness, sensitivity and skill levels to provide more appropriate services for persons with disabilities.
2. Communicate more with disabled persons and their organizations to exchange accurate and reliable information for strengthening tourism services to better meet diverse consumer needs.
3. Encourage tourism service providers to make their web sites accessible for disabled persons, especially blind persons.
4. Involve disabled persons with the requisite experience and skills in conducting access surveys of premises and to serve as resource persons and advisers in improving tourism services.
5. Introduce barrier-free tourism into the agendas of their regular meetings.
6. Introduce accessibility as a criterion in the ranking of hotels and restaurants.

GLOSSARY

**Adjustment
or accommodation**

Adaptation of the job, including adjustment and modification of machinery and equipment and/or modification of the job content, work organization and the adaptation of the work environment, to provide access to the place of work and working time to facilitate the employment of individuals with disabilities.

Disability management

A process in the workplace designed to facilitate the employment of persons with a disability through a coordinated effort addressing individual needs, work environment, enterprise needs and legal responsibilities.

Disabled person

An individual whose prospects of securing, returning to, retaining and advancing in suitable employment are substantially reduced as a result of a duly recognized physical, sensory, intellectual or mental impairment.

Discrimination

Any distinction, exclusion or preference based on certain grounds that nullifies or impairs equality of opportunity or treatment in employment or occupation. General standards that establish distinctions based on prohibited grounds constitute discrimination in law. The specific attitude of a public authority or a private individual that treats unequally persons or members of a group on a prohibited ground constitutes discrimination in practice. Indirect discrimination refers to apparently neutral situations, regulations or practices that in fact result in unequal treatment of persons with certain characteristics. Distinction or preferences that may result from application of special measures of protection and assistance taken to meet the particular requirements of disabled persons are not considered discriminatory.

Employer	A person or organization employing workers under a written or verbal contract of employment that establishes the rights and duties of both parties, in accordance with national law and practice. Governments, public authorities and private companies as well as individuals may be employers.
Employee assistance programme	A programme – either jointly operated by an employer and a workers’ organization or by an employer alone or a workers’ organization alone – that offers assistance to workers and frequently also to their family members with problems liable to cause personal distress and that affect or could eventually affect job productivity.
Employers’ organization	An organization whose membership consists of individual employers, other associations of employers or both, formed primarily to protect and promote the interests of members and to provide services to its members in employment-related matters.
Equal opportunity	Equal access to and opportunities for all persons in employment, vocational training and particular occupations, with discrimination, consistent with Article 4 of ILO Convention No. 159.
Impairment	Any loss or abnormality of a psychological, physiological or physical function, including the systems of mental function.
International Labour Standards	Principles and norms in all labour-related matters that are adopted by the tripartite International Labour Conference (governments, employers and workers). These standards take the form of international labour conventions and recommendations. Through ratifications by member States, conventions create binding obligations to implement their provisions. Recommendations are non-binding instruments that provide guidance on policy, legislation and practice.

Job adaptation	The adaptation or redesign of tools, machines, workstations and the work environment to an individual's needs. It may also include adjustments in work organization, work schedules, sequences of work and in breaking down work tasks to their basic elements.
Job analysis	Making a detailed list of the duties that a particular job involves and the skills required. This indicates what the worker has to do, how he or she has to do it, why he or she has to do it and what skill is involved in doing it. The analysis can also include facts about tools used and machines operated. A job analysis is usually the first step in the placement process.
Job retention	Remaining with the same employer and with the same or different duties or conditions of employment, including return after a period of paid or unpaid absence.
Mainstreaming	Including people with disabilities in employment, education, training and all sectors of society.
Organization of persons with disabilities	Organizations that represent persons with disabilities and advocate for their rights. These can be organizations of or for persons with disabilities.
Return to work	The process by which a worker is supported in resuming work after an absence due to injury or illness.
Vocational rehabilitation	A process that enables disabled persons to secure, retain and advance in suitable employment and thereby furthers their integration or reintegration into society.
Worker/employee	Any person who works for a wage or salary and performs services for an employer. Employment is governed by a written or verbal contract of service.
Working conditions	The factors determining the circumstances in which the worker works. These include hours of work, work organization, job content, welfare services and the measures taken to protect the occupational safety and health of the worker.

Working environment	The facilities and circumstances in which work takes place and the environmental factors that may affect workers' health.
Workplace	All the places where people in employment need to be or to go to carry out their work and that are under the direct or indirect control of the employer. Examples include offices, factories, plantations, construction sites, ships and private residences.
Workstation	The part of the office or factory where an individual works, including desk or work surface used, chair, equipment and other items.
Work trial	Work activity to provide experience in or test suitability for a particular job.

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SHARE YOUR COMPANY'S EXAMPLE

We would like to know about your company's disability policy or any examples of inclusion of disabled persons into your workplace. Please contact:

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