supporting employment for people with a disability

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Sydney
27th June 2009
purpose

- UN Convention on the Rights of Persons with Disabilities: “Full and effective participation and inclusion in society”
- Our purpose is “improving organisations by giving people a voice”
- Including staff with a disability
- Promoting employment for people with a disability: *National Mental Health and Disability Employment Strategy*
- HRM mediates diversity effects on performance & wellbeing
- Challenge for organisational psychology: What is a supportive organisational climate for persons with a disability?
agenda

- Reviewing the ‘7P’s’ Model of work practices and outcomes
- Sample characteristics and survey development
- Perceptions of the work environment
  - quantitative and qualitative results
- Drivers of engagement
- Conclusions
7P’s model of organisational climate

sample

- N = 711 respondents
- 26 separate businesses in 3 Disability Service organisations providing supported employment
- Wide range of physical and intellectual disabilities, e.g., cerebral palsy
- Industries include: timber products, manufacturing, packaging, light assembly, textiles, garden services, cleaning, catering, recycling, laundry services, packing, business services
- Full-time (56%) and part-time (44%)
- Males (59%) and females (41%)
- Aged <29 (27%), 30-39 (25%), 40-49 (27%), over 50 (21%) years.
- Data collected 2007 - 2008
survey development

- Voice Climate Survey (105 items) -> 32 items
- 13 items from Voice ‘5-minute’ measure or ‘pulse’ survey (Langford, 2007)
- 14 items adapted from VCS – face validity in consultation with disability support workers and pilot study
- 5 new items to reflect scale as a whole

<table>
<thead>
<tr>
<th>Learning &amp; Development</th>
<th>VCS</th>
<th>Supported Employee Survey</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>When people start in new jobs here they are given enough guidance and training</td>
<td>I am trained how to do my job</td>
</tr>
<tr>
<td></td>
<td>There is a commitment to ongoing training and development of staff</td>
<td></td>
</tr>
<tr>
<td></td>
<td>The training and development I’ve received has improved my performance</td>
<td></td>
</tr>
<tr>
<td>Results Focus</td>
<td>High standards of performance are expected</td>
<td>High standards of work are expected</td>
</tr>
</tbody>
</table>
survey development

- response scale

- Alpha reliability from .61 (Peace) to .86 (Participation)
- Response rate: 60% – 79%
- Survey time: average 24 mins, 80% < 30 mins
- Challenges!
### Performance Overview

#### Supported Employees

| Number of responses: | 711 |

#### Scale Scores

<table>
<thead>
<tr>
<th>Scale</th>
<th>% N/A</th>
<th>Mean</th>
<th>% Fav</th>
<th>Distribution</th>
<th>% Ile Rank</th>
<th>Impact On PASSION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Passion / Engagement</strong></td>
<td>5%</td>
<td>4.2</td>
<td>79%</td>
<td></td>
<td>88%</td>
<td></td>
</tr>
<tr>
<td><strong>Progress</strong></td>
<td>9%</td>
<td>4.2</td>
<td>80%</td>
<td></td>
<td>84%</td>
<td></td>
</tr>
<tr>
<td><strong>Purpose</strong></td>
<td>8%</td>
<td>4.1</td>
<td>77%</td>
<td></td>
<td>65%</td>
<td></td>
</tr>
<tr>
<td><strong>Property</strong></td>
<td>8%</td>
<td>4.1</td>
<td>75%</td>
<td></td>
<td>85%</td>
<td></td>
</tr>
<tr>
<td><strong>Participation</strong></td>
<td>10%</td>
<td>4.0</td>
<td>74%</td>
<td></td>
<td>91%</td>
<td></td>
</tr>
<tr>
<td><strong>People</strong></td>
<td>13%</td>
<td>4.0</td>
<td>74%</td>
<td></td>
<td>60%</td>
<td></td>
</tr>
<tr>
<td><strong>Peace</strong></td>
<td>7%</td>
<td>4.2</td>
<td>78%</td>
<td></td>
<td>79%</td>
<td></td>
</tr>
</tbody>
</table>

Voice Project Survey Report, (c) Voice Project Pty Ltd, Page 8
### top 5 on %Fav

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
<th>%N/A</th>
<th>Mean</th>
<th>% Favor</th>
<th>All Ind %ile Rank</th>
<th>Impact On PASSION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work/Life Balance</td>
<td>I have time to do other things after work or on weekends</td>
<td>5%</td>
<td>4.4</td>
<td>87%</td>
<td>84%</td>
<td></td>
</tr>
<tr>
<td>Role Clarity</td>
<td>I know why my job is important at my organisation</td>
<td>6%</td>
<td>4.4</td>
<td>86%</td>
<td>66%</td>
<td></td>
</tr>
<tr>
<td>Supervision</td>
<td>My manager gives me help and support</td>
<td>3%</td>
<td>4.3</td>
<td>84%</td>
<td></td>
<td>76%</td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>I like the kind of work I do</td>
<td>4%</td>
<td>4.3</td>
<td>84%</td>
<td></td>
<td>78%</td>
</tr>
<tr>
<td>Learning &amp; Development</td>
<td>I am trained how to do my job</td>
<td>4%</td>
<td>4.3</td>
<td>84%</td>
<td></td>
<td>93%</td>
</tr>
</tbody>
</table>

Voice Project Survey Report, (c) Voice Project Pty Ltd, Page 9
### bottom 5 on %Fav

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
<th>%N/A</th>
<th>Mean</th>
<th>% Fav</th>
<th>All Ind %ile Rank</th>
<th>Impact On PASSION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organisation Direction</td>
<td>I am aware of what my organisation does now and plans to do in the future</td>
<td>20%</td>
<td>3.7</td>
<td>63%</td>
<td>82%</td>
<td></td>
</tr>
<tr>
<td>Rewards &amp; Recognition</td>
<td>I am happy with the money I get</td>
<td>4%</td>
<td>3.6</td>
<td>63%</td>
<td>74%</td>
<td></td>
</tr>
<tr>
<td>Comm &amp; Cooperation</td>
<td>Knowledge and information are shared throughout my organisation</td>
<td>9%</td>
<td>3.9</td>
<td>66%</td>
<td>83%</td>
<td></td>
</tr>
<tr>
<td>Teamwork</td>
<td>People in my work area get along well with each other</td>
<td>6%</td>
<td>3.9</td>
<td>68%</td>
<td>21%</td>
<td></td>
</tr>
<tr>
<td>Facilities</td>
<td>The condition of the buildings and grounds are good</td>
<td>6%</td>
<td>3.8</td>
<td>68%</td>
<td>49%</td>
<td></td>
</tr>
</tbody>
</table>
## Top 5 Correlates of Passion

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
<th>%N/A</th>
<th>Mean</th>
<th>% Fav</th>
<th>All Ind %ile Rank</th>
<th>Impact On PASSION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organisation Objectives</td>
<td>I feel like my organisation has a good future</td>
<td>8%</td>
<td>4.2</td>
<td>80%</td>
<td>64%</td>
<td></td>
</tr>
<tr>
<td>Change &amp; Innovation</td>
<td>My organisation is always trying to find better ways to do things</td>
<td>8%</td>
<td>4.1</td>
<td>77%</td>
<td>88%</td>
<td></td>
</tr>
<tr>
<td>Customer Satisfaction</td>
<td>My organisation understands the needs of its customers</td>
<td>10%</td>
<td>4.3</td>
<td>82%</td>
<td>72%</td>
<td></td>
</tr>
<tr>
<td>Wellness</td>
<td>I feel on top of things at work</td>
<td>7%</td>
<td>4.0</td>
<td>72%</td>
<td>70%</td>
<td></td>
</tr>
<tr>
<td>Career Opportunities</td>
<td>I am given opportunities to develop skills needed for new jobs or open employment</td>
<td>8%</td>
<td>4.0</td>
<td>72%</td>
<td>90%</td>
<td></td>
</tr>
</tbody>
</table>
predicting passion

Participation
+ Progress
+ Peace
+ Purpose

Passion

Legend
- High: >=80% Fav
- Medium: 50-80% Fav
- Low: <50% Fav

Increasing Importance
predicting passion

Increasing Importance

Organisation Objectives

Rewards & Recognition

Wellness

Career Development

Support for Diversity

= Passion

Legend

High: >=80% Fav
Medium: 50-80% Fav
Low: <50% Fav
open-ended responses

What are the best things about working for XYZ?

<table>
<thead>
<tr>
<th>Most common issues cited</th>
<th>Percentage of respondents commenting</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Job Satisfaction</td>
<td>42%</td>
</tr>
<tr>
<td>B. Social Activities/Friendships</td>
<td>35%</td>
</tr>
<tr>
<td>C. Teamwork/Helping Others</td>
<td>22%</td>
</tr>
<tr>
<td>D. Rewards</td>
<td>11%</td>
</tr>
<tr>
<td>E. Learning &amp; Development</td>
<td>8%</td>
</tr>
<tr>
<td>F. Wellness</td>
<td>6%</td>
</tr>
</tbody>
</table>
open-ended responses

Strength A: Job Satisfaction (42%)

• I like work
• I like packing jobs
• Having a job worthwhile
• I like doing sugars, spaghetti and sauce bottles
• The work is good
• Getting more new jobs
• Doing the kind of jobs that we do
• It's a good environment and the job is quite a variety of packing and so on
• The best thing is, I feel important and the work gives me something to look forward in the week
• I like driving mowers (like my work), I like driving tractors
• I enjoy the variety of work
• I love working in the shed
open-ended responses

Strength B: Social Activities/Friendships (35%)

- I think the best thing is getting to meet new people
- Seeing my friends
- Having friends at work
- It has a good social club
- I see my three best friends
- Gives me the chance to get out and mix with other people
- I have lots of friends at XYZ
- Meeting people and getting along with them
- I have become good friends with fellow employees
- Working with friends
open-ended responses

Strength C: Teamwork (22%)

• I feel I am part of the team
• Working with co-workers that have different abilities to me
• Good bosses, good people to work with
• I like the team I work with
• Feeling part of something
• Working with workmates
• If there's a problem, I help someone
• Helping fellow workers
• Working with a great team of workers
• Working as part of a team
• Team
• The general attitude of other workers
open-ended responses

What would make working at XYZ better?

<table>
<thead>
<tr>
<th>Most common issues cited</th>
<th>Percentage of respondents commenting</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Facilities/Resources</td>
<td>24%</td>
</tr>
<tr>
<td>B. Rewards</td>
<td>14%</td>
</tr>
<tr>
<td>C. Learning &amp; Development</td>
<td>9%</td>
</tr>
<tr>
<td>D. Job Satisfaction</td>
<td>6%</td>
</tr>
</tbody>
</table>
open-ended responses

Improvement A: Facilities & Resources (24%)

• More car parking spaces
• More room in the lunch room
• Get the front door fixed at Highpoint
• Need more space around working areas
• To have an upgrade of the facilities and buildings in it
• It could change buildings to make it more convenient to get to
• A bigger factory
• Would like to see the canteen better equipped
• Repair the walls in the canteen area
• A new bus
• New ceiling fans on the work floor
• Fix the leaks in the roof
• Clean and fix up old buildings
• It is a cold building - needs heating
open-ended responses

Improvement B: Rewards (14%)

- Awards such as employee of the week at a work get together
- Wage assessing
- For these days, higher wages are needed
- The money should be a better pay
- Easier to get raise in pay
- Would like to be able to get a better hourly rate
- More money
- Pay employees more
- More money for what I do
- When going off-site, should get paid extra money
- More pay
- Award night
conclusions

What is a supportive organisational climate for persons with a disability?

• The same environment as for other staff!
  • Purpose, Participation and Progress are key drivers of engagement
  • Priority areas are the same – opportunities for career development, communication across the organisation, rewards & recognition

• Some extra challenges
  • Teamwork is challenging but rewarding
  • Managing stress is particularly important

• Effective participation and inclusion in work and the workplace is intrinsically satisfying and enhances wellbeing
questions & contact details

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