

# supporting employment for people with a disability

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# purpose



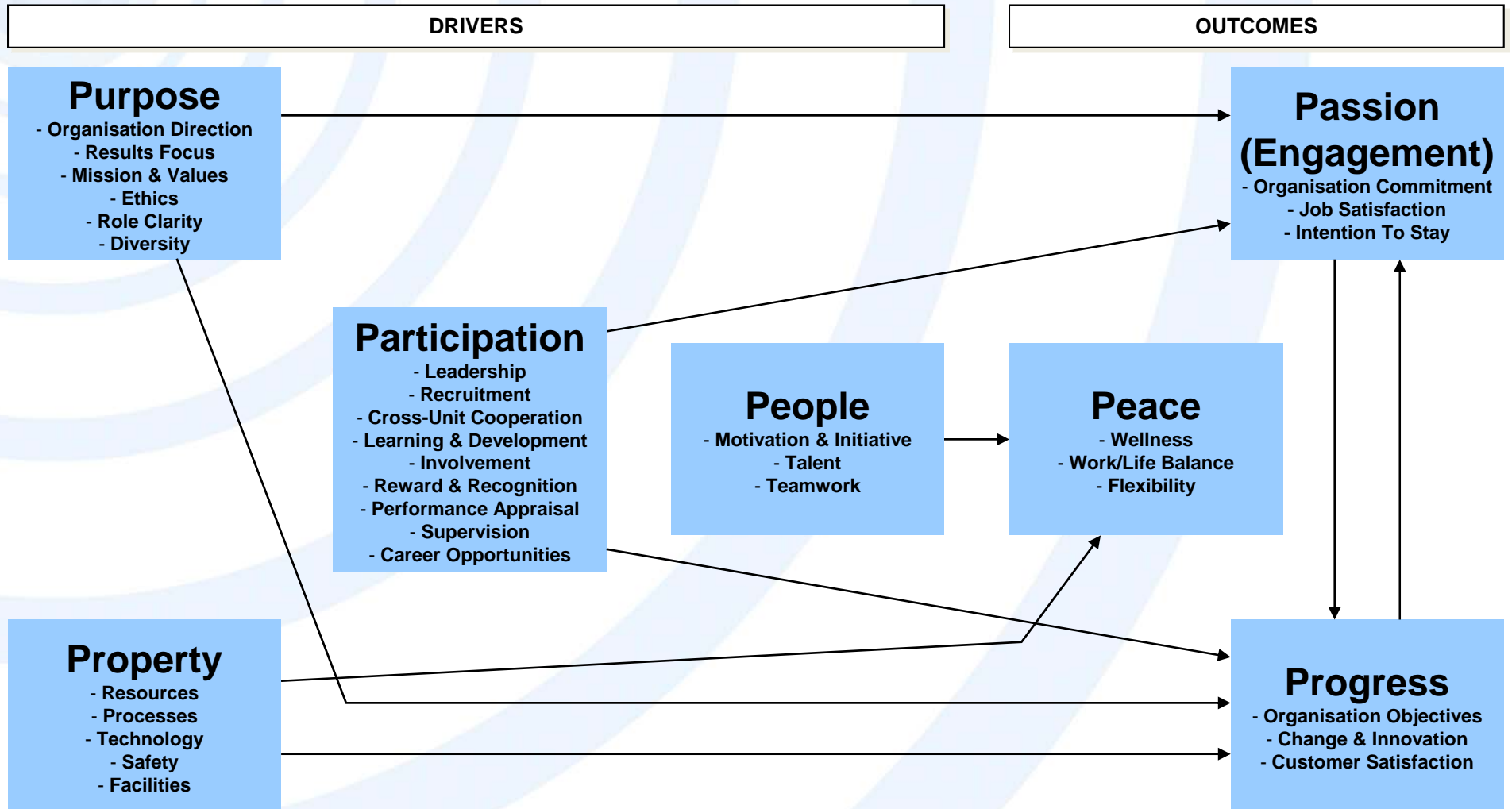
- UN Convention on the Rights of Persons with Disabilities: *“Full and effective participation and inclusion in society”*
- Our purpose is *“improving organisations by giving people a voice”*
- Including staff with a disability
- Promoting employment for people with a disability: *National Mental Health 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



Based on Langford, P. H., Parkes, L. P., & Metcalf, L. (2006). Developing a structural equation model of organisational performance and employee engagement. Proceedings of the joint conference of the Australian Psychological Society and the New Zealand Psychological Society, Auckland, New Zealand.



# 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

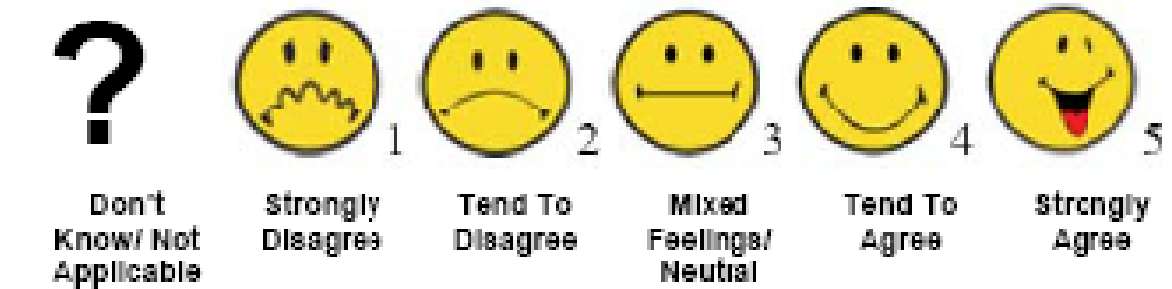
# survey development

- 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

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

# survey development

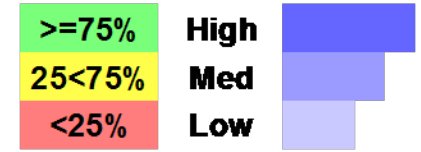
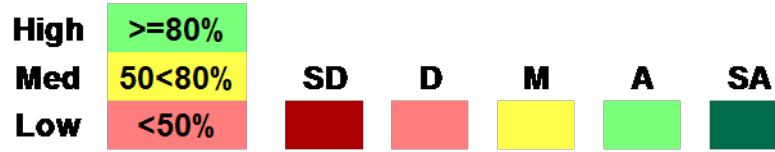
- response scale



- 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**



**% N/A**   **Mean**   **% Fav**   **Distribution**   **All Ind %ile Rank**   **Impact On PASSION**

## Scale Scores

	% N/A	Mean	% Fav	Distribution	All Ind %ile Rank	Impact On PASSION
<b>PASSION / ENGAGEMENT</b>	5%	4.2	79%		88%	
<b>PROGRESS</b>	9%	4.2	80%		84%	
<b>PURPOSE</b>	8%	4.1	77%		65%	
<b>PROPERTY</b>	8%	4.1	75%		85%	
<b>PARTICIPATION</b>	10%	4.0	74%		91%	
<b>PEOPLE</b>	13%	4.0	74%		60%	
<b>PEACE</b>	7%	4.2	78%		79%	

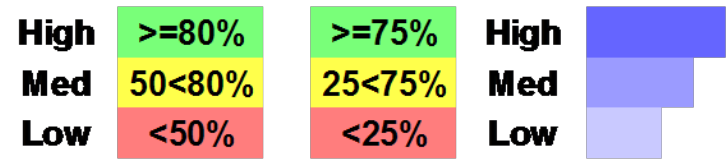


# top 5 on %Fav

<b>High</b>	<b>&gt;=80%</b>	<b>&gt;=75%</b>	<b>High</b>
<b>Med</b>	<b>50&lt;80%</b>	<b>25&lt;75%</b>	<b>Med</b>
<b>Low</b>	<b>&lt;50%</b>	<b>&lt;25%</b>	<b>Low</b>

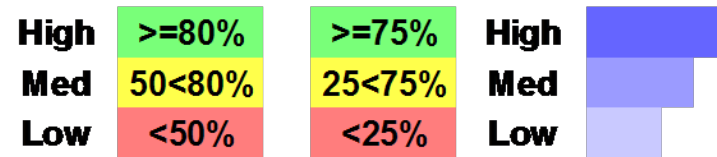
		<b>%N/A</b>	<b>Mean</b>	<b>% Fav</b>	<b>All Ind %ile Rank</b>	<b>Impact On PASSION</b>
<b>Work/Life Balance</b>	I have time to do other things after work or on weekends	5%	4.4	87%	84%	
<b>Role Clarity</b>	I know why my job is important at my organisation	6%	4.4	86%	66%	
<b>Supervision</b>	My manager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

# bottom 5 on %Fav



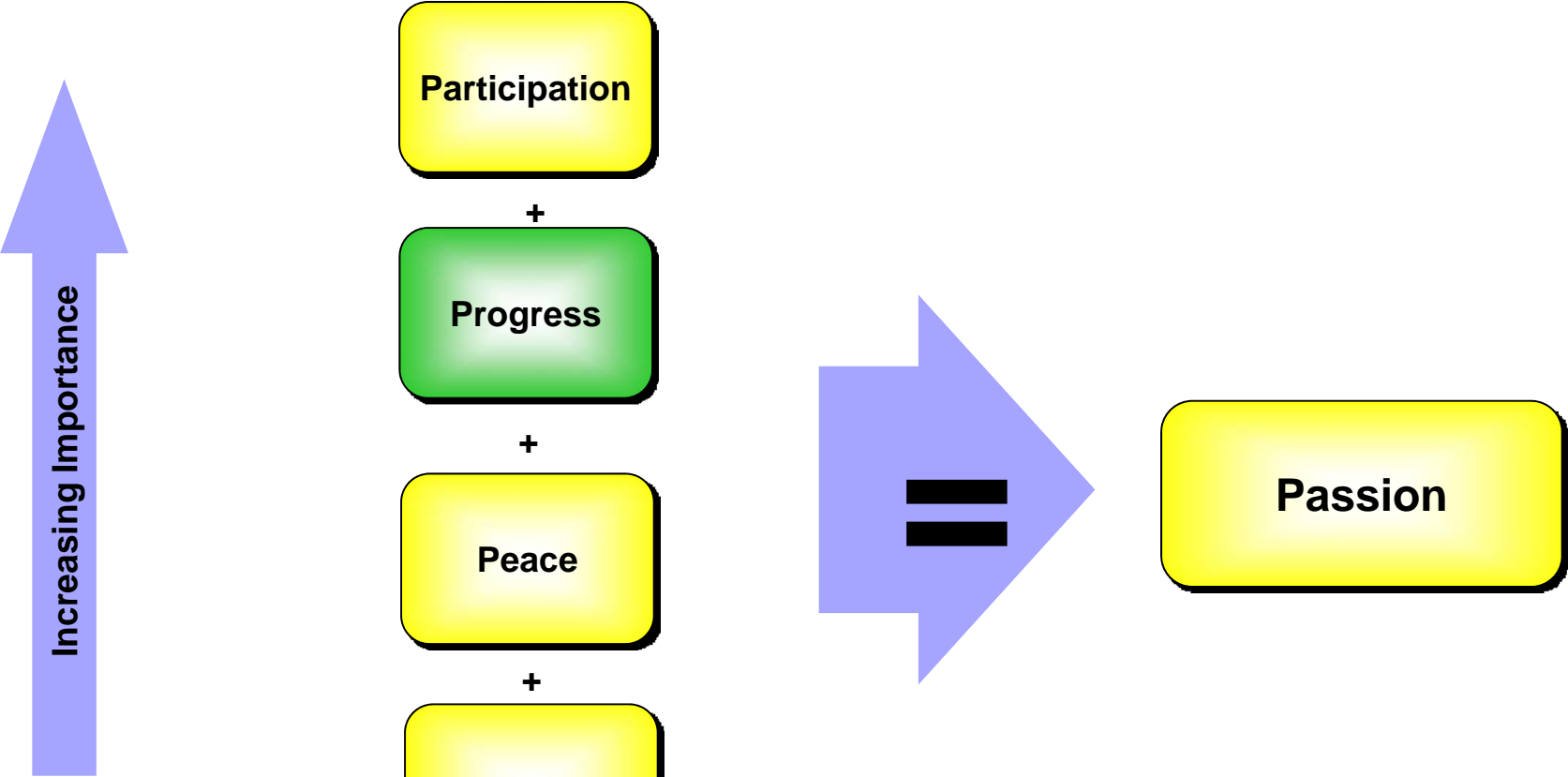
		%N/A	Mean	% Fav	All Ind %ile Rank	Impact On PASSION
<b>Organisation Direction</b>	I am aware of what my organisation does now and plans to do in the future	20%	3.7	63%	82%	
<b>Rewards &amp; Recognition</b>	I am happy with the money I get	4%	3.6	63%	74%	
<b>Comm &amp; Cooperation</b>	Knowledge and information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

# top 5 correlates of passion



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

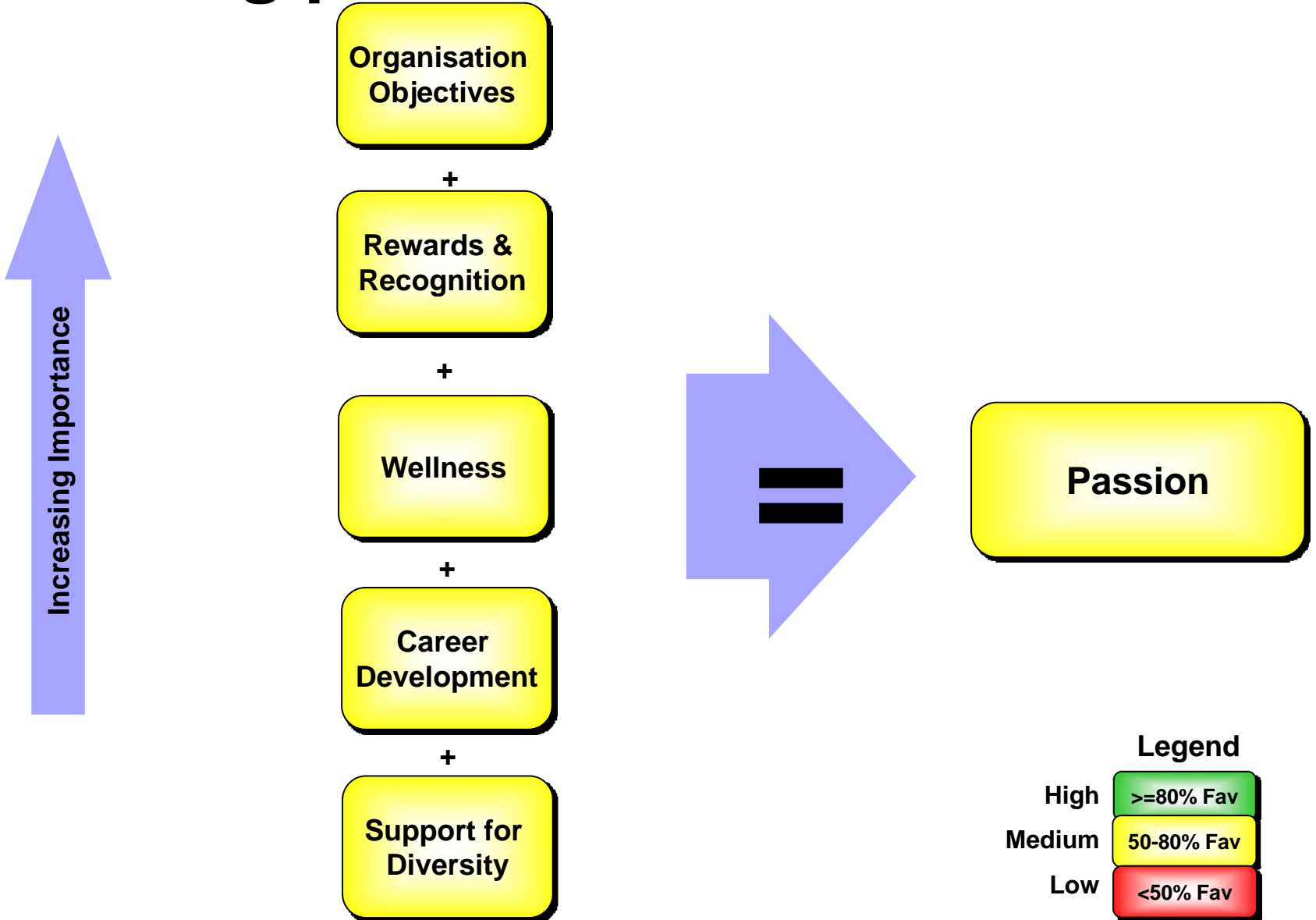
# predicting passion



**Legend**

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

# predicting passion



# open-ended responses

What are the best things about working for XYZ?

	Most common issues cited	Percentage of respondents commenting
A.	Job Satisfaction	42%
B.	Social Activities/Friendships	35%
C.	Teamwork/Helping Others	22%
D.	Rewards	11%
E.	Learning & Development	8%
F.	Wellness	6%



# 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?

Most common issues cited		Percentage of respondents commenting
A.	Facilities/Resources	24%
B.	Rewards	14%
C.	Learning & Development	9%
D.	Job Satisfaction	6%



# 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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