The JobAccess “Resource Kit”

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Extrinsic
The objective of the “Resource Kit” is to provide managers with a referral tool should they need assistance in Recruitment and Retention of people with Disabilities.

The topic of discussion will start at Strategic Human Resource Frame Work that will lead to the Employment relations for people with Disabilities in the workplace,
Understanding Government Business in the context of HR Management in SA.

Strategic Human Resource Management

External Environment

Corporate and Government

• Competition
• Government Regulations
• Technology
• Market Trends
• Economic

Business Unit Strategy

• Culture
• Structures
• Politics
• Employee Skills
• Past strategy

Hr Strategy

• HR planning
• Design of jobs and work systems
• What workers do
• How jobs interface with others

Employee Separation

Laws regulating employment

Hr Information systems

Staffing

Training

Performance Management

Compensation

Labour Relations

Internal Environment
Human Resource Practice - Inclusive of Disability:

Employment Relations:

“The Resource Kit”

Preparing the employer to Employ
Employment of Employee
Support Employee in Employment
Career Pathing
Focal Areas

- Legislation
- Employing people with disabilities: Benefits vs. charity
- Becoming Disability competent
- Employee Relations
- Training and Development
- Career Pathing of Employee’s with disabilities

“Build organisations based on value’s”
Preparing the Employer to Employ (1)

- Legislation
  - Constitution of the republic of South Africa (108 of 1996)
  - Employment Equity Act (98)
  - Promotion of equality and prevention of unfair discrimination act
  - Code of good practice on employment of people with disabilities.
  - Technical assistance guidelines on the employment of people with disabilities.
  - Labour relations act (‘95)
  - Basic Conditions of employment act (‘97)
  - Occupational health and safety (act 85 of ‘93)
  - Skills Development act ( act 97 of ‘98)
Prepare the employer to employ

(2)

- “Employing people with disabilities is not a charity”
  1) Strategic benefits
  2) Commercial/ Organisational benefits
  3) Societal benefits
  4) Legal benefits
  5) Ethical benefits
  6) Professional benefits
Strategic benefits (1.1)

- There are a number of global trends which cannot be ignored by any organisation:
  a) Increasingly diverse and complex Labour market
  b) Technology increasing individual and organisations potential.
  c) More flexible management of individuals
  d) “Segment of one”
  e) Increased stakeholder demand for accountability
  f) Increasing accountability to business and civil society
  g) Increasing legal responsibilities to individuals
Organisational benefits (1.2)

- There are five main benefits to becoming disability competent:
  
a) Attracting and retaining the best people;
b) Higher productivity and reduced costs
c) Innovative products and services
d) Excellent staff and consumer relationships, satisfaction and retention;
e) Strong stakeholder relationships and enhanced reputation.
Many of the key issues in South Africa today have a “disability” dimensions

a) Poverty
b) HIV/ AIDS
c) Education and Skills Development
d) Employment
Legal Benefits (1.4)

“In order to maintain a positive image and to comply with legal requirements, organisations must be seen to employ people with disabilities.

However, if you employees with disabilities are merely token appointments, neither the employer nor the employee will gain any benefit form the appointment. This is why employers should aim not for compliance, but for the best practice.”
“Employees and consumers are increasingly aware of their rights and are demanding accountability from government and business.

In a democratic country, where transparency and accountability are the foundations of stability, increasing numbers of individuals and organisations are recognizing the importance of ethical behavior.”
There are personal and professional benefits to managers who take responsibility for incorporating disability into their organisations.

Manager who become disability competent gain technical skills in areas such as people management, accessibility and complex change Programmes.

Managers have to question assumptions, challenge long-standing ways of doing things, and encourage a markedly different approach to problem solving and team development.”
Preparing the Employer to Employ (2)

- Becoming Disability Competent
  - Sensitisation and Workplace Preparation
  - Discrimination
  - Disclosure
  - Disability Employment Audit
  - Accessibility
  - Reasonable Accommodation
  - Engaging Disable People Organisations (DPO’S)

“Objectives are not fate, they are direction”
Employment of Employee (1)

- Employment Relationship
  1) Recruitment and Selection
  2) Induction and Orientation
  3) Job Analysis (Functional Requirements)
  4) Medical and Psychological testing and Functional needs Assessment
  5) Case Management

“The greatest leaders are like the best conductors - they reach beyond the notes to reach the magic in the players”. 
Recruitment and Selection (1.1)

In order to comply with Best practice the DPSA should:

- Ensure that all methods of recruitment and selection are aligned with the relevant legislation and needs of people with disabilities.
- Develop a policy of recruitment methods, selection criteria and assessments that are not directly or indirectly discrimination to people of disabilities.
- The policy should allow for everyone participating in the recruitment and selection process to operate in a manner that is not discriminatory by being educated and sensitized to people with disabilities.
- Recruitment and selection policies and procedures are to meet the reasonable accommodation needs of the employee;
Induction and Orientation (1.2)

- Objective of induction to employee
  - Understanding of the Department
  - Policies and procedures
  - Key performance indicators
  - All aspects of the employment relationship
  - Organizational structure
  - All communication channels within the organization
  - The geography of the workplace
Job Analysis (Functional Requirements) (1.3)

- “Effective Hr Practice will include a profile and job description for each position within the organisation which has been determined by means of a job analysis”.
- General purpose of job analysis is always to understand the requirements of a job.
- Medical and psychological testing & functional needs assessments
Case Management (1.4)

“An employer is obligated to provide reasonable accommodation when an applicant or employee voluntarily disclose a disability related accommodation need or when such a need is reasonably self-evident to the employer”.

Best practice:

- Effective case management:
  - An increased rate of successful return after a long absence with has either caused or is a result of an employee’s disability.
  - A reduction in cost associated with disability in the workplace.
  - Improvements in employee morale;
  - Increased productivity.
Employment of Employee (2)

- Employment Relationship (2)
  1) Staff Retention
  2) Training and Development (i)
  3) Performance evaluations
  4) Remuneration benefits
  5) Sick Leave
  6) Disciplinary and Grievance Procedures
  7) Termination of Employment

"With regard to excellence, it is not enough to know, but we must try to have and use it". - Aristotle
Staff Retention (1.1)

- “Promoting retention serves both to increase employment rates amongst people with disabilities and to reduce the negative perception of incapacity for the person’s with disabilities in the workplace”.

- Focusing on:
  - Stimulating rather then stifles individual participation and creativity.
  - Attracts and retain the best skills
  - Increase morale of people with disabilities
  - Reduces tension and counter productivity
  - Leads to employers to view differences as valuable lessons rather then judging the person with a disability.
Develop Disability Equity Strategy (1.1.1)

- Organisational Strategy, Vision, Mission, Values, Strategic Objectives
- Business Unit/Departmental Strategies
- EE & Human Resource Strategy
- Customized Disability Strategy
“Education and training is a prerequisite for improved employee performance, career development and organizational growth; training can be regarded as a planned process to modify attitude, knowledge and skilled behavior through a learning experience.”
Remuneration Benefits (1.3)

- “A comprehensive Medical aid package would be a great advantage to a person with a disability”.
- Employing a person with a disability need not be a difficult process; there are options available to the employer that can be of assistance, taking into account the employee wellbeing during the course of employment and increased job security for the person with a disability, and can serve as part of the retention strategy”. 
Sick Leave (1.4)

- “Depending on the nature of the disability, employees might have to take more than the average number of days of sick leave within a cycle”.
- Best practice: recommend that a case management process be put in place to manage the sick leave of people with disabilities.
Disciplinary and Grievance procedures (1.5)

There are many cases where:

“Employer feels that the employee is not performing satisfactory or is guilty of misconduct, for example not completing work within deadline, taking toilet breaks which are too frequent or taking too much time”.
Employment of Employee (3)

1. Skills Development Preparation
   - Bridging courses,
   - Life skills,
   - Work Preparation

2. Life Coaching

3. Mentoring for Change

“The quality of a person’s life is in direct proportion to their commitment to excellence, regardless of their chosen field of endeavor”
Bridging programs/ life skills & work preparation

- “Any individual may not meet the entry level requirements for either a position or a skills development initiative”.
- “The major focus of vocational training programs is to teach people the skills necessary to accomplish job tasks”.
- Best practice: a list of all the qualifications have been registered at all levels on the National Qualifications Framework is included in the document
Support Employment (4)

1. Employee Health and Wellness
2. Employee Assistance Program
3. Return to Work
4. Disability Support Groups
5. Disability Support Networks
“Aim of Employee Health and Wellness Programs is to assist employees in creating a healthier lifestyle and improving their overall quality of life”.

Effect of Employee Health and Wellness Program:

- Overseeing better morale of employees- including people with disabilities
- More job satisfaction;
- Improved work productivity
- High energy levels
- Enhanced ability to manage stress; and
- Closer attentiveness to work
Employee Assistance Programs (1.2)

- What does EAP for people with disabilities in the workplace?
  - “EAP reduce the impact of social and economic problems on the individual, the organisation and the economy”.

- What is difficulties that is faced by Employees with disabilities in the workplace?
  - “Decline in employee performance, absenteeism, attitude and behavior etc”.
Return to work 1.3)

- “Should an employee, whilst in the employ of the department, become disabled, a back to work strategy needs to be implemented for successful integration of the employee back into either current, or other position”.
Career Pathing Employee (5)

- Interventions for entry and advancement in employment.
  - “Government has set self a target of 2% of its employees to be people with disabilities”.
  - How is it possible to achieve the target?
    - Looking at the fundamental of the employment relationship such as category of employee must be factored into the equation implying that there needs to be targeted through all levels of employment, Skills Development will thus play an integral role to achieve this target.
“Thank you”

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“Change can either challenge or threaten us… your belief pave your way to success or block you”. – Marsha Sinetar