

INFORMATION TO USERS

This manuscript has been reproduced from the microfilm master. UMI films the text directly from the original or copy submitted. Thus, some thesis and dissertation copies are in typewriter face, while others may be from any type of computer printer.

The quality of this reproduction is dependent upon the quality of the copy submitted. Broken or indistinct print, colored or poor quality illustrations and photographs, print bleedthrough, substandard margins, and improper alignment can adversely affect reproduction.

In the unlikely event that the author did not send UMI a complete manuscript and there are missing pages, these will be noted. Also, if unauthorized copyright material had to be removed, a note will indicate the deletion.

Oversize materials (e.g., maps, drawings, charts) are reproduced by sectioning the original, beginning at the upper left-hand corner and continuing from left to right in equal sections with small overlaps. Each original is also photographed in one exposure and is included in reduced form at the back of the book.

Photographs included in the original manuscript have been reproduced xerographically in this copy. Higher quality 6" x 9" black and white photographic prints are available for any photographs or illustrations appearing in this copy for an additional charge. Contact UMI directly to order.

UMI

A Bell & Howell Information Company
300 North Zeeb Road, Ann Arbor MI 48106-1346 USA
313/761-4700 800/521-0600

Running head: PREVIOUS EXPERIENCE

Employing persons with a developmental disability: Effects
of previous experience

Lori Ann Blessing ©

M.A. Thesis

Lakehead University

Submitted in partial fulfillment of the Master of Arts Degree

June 1997

Supervisor: Dr. J. Jamieson

Second Readers: Dr. C. Netley

J. Tryssenaar, M.Ed., B.Sc. O.T.



National Library
of Canada

Acquisitions and
Bibliographic Services

395 Wellington Street
Ottawa ON K1A 0N4
Canada

Bibliothèque nationale
du Canada

Acquisitions et
services bibliographiques

395, rue Wellington
Ottawa ON K1A 0N4
Canada

Your file Votre référence

Our file Notre référence

The author has granted a non-exclusive licence allowing the National Library of Canada to reproduce, loan, distribute or sell copies of this thesis in microform, paper or electronic formats.

The author retains ownership of the copyright in this thesis. Neither the thesis nor substantial extracts from it may be printed or otherwise reproduced without the author's permission.

L'auteur a accordé une licence non exclusive permettant à la Bibliothèque nationale du Canada de reproduire, prêter, distribuer ou vendre des copies de cette thèse sous la forme de microfiche/film, de reproduction sur papier ou sur format électronique.

L'auteur conserve la propriété du droit d'auteur qui protège cette thèse. Ni la thèse ni des extraits substantiels de celle-ci ne doivent être imprimés ou autrement reproduits sans son autorisation.

0-612-33345-0

Canada

Acknowledgments

The completion of this project would not have been possible without the support of my friends and family. Special thanks to Douglas and Deanna Blessing, my parents, who have always been an endless supply of love, faith and encouragement. To Dr. John Jamieson, for his supervision and statistical expertise. To all the employment specialists, particularly David Heald and Karen Bishop, for your valuable input... this project could *never* have been completed without you. To Campbell MacKinlay, my strongest supporter, kindest critic, ever present shoulder and very best friend. My everlasting gratitude to all the employers who participated in my study, the richness of your comments and insights provided the strongest foundation and truest heart to this thesis. Finally, my deepest thank you to all the workers with a developmental disability, about whom this paper was written, for allowing me to learn from your experiences. To all of you, I dedicate this thesis.

Abstract

Employer attitudes have been suggested as a barrier to the job acquisition of persons with a developmental disability. Twenty employers who had experience hiring or training a person with a developmental disability were compared to 18 employers without such experience. Most employers were interviewed in person, and also completed a questionnaire, which incorporated a modified version of the Attitudes Toward the Employability of Persons with Severe Handicaps Scale (Schmelkin & Berkell, 1989) as well as questions from Cooper (1991) and other sources about factors affecting the decision to hire a person with a developmental disability. Overall, employers expressed somewhat positive attitudes toward the employability of workers with a developmental disability, with the experienced group perceiving more advantages and fewer disadvantages to this employment. Inexperienced employers rated negative worker characteristics as more strongly impeding the decision to hire than did employers with prior experience. For both groups, social skill deficits were found to have a greater impact on the decision to reject a worker than negative task-related behaviours. Recommendations are given for job placement professionals to improve future employment opportunities for workers with a developmental disability.

Table of Contents

Introduction	1
Terminology.....	2
Developmental Disabilities & Employment Opportunities.....	3
Employers & the Supported Work Model.....	4
Barriers to Employment.....	5
<i>Attributes of Workers with a Developmental Disability</i>	6
<i>Employer Attitudes as a Barrier to Employment</i>	8
Employee Selection.....	11
Overcoming Employer Resistance: Strategies.....	12
Factors Affecting Employee Selection.....	15
The Present Study.....	17
Method	20
Participants.....	20
Materials.....	21
Procedure.....	25
Internal Consistency of Measurements.....	27
Data Analysis.....	29
Results	29
Attitudinal Variables (ATTEMP).....	34
Factors Influencing the Decision to Hire	
1. <i>Worker Characteristics</i>	34
2. <i>Worksite Variables</i>	40
3. <i>Social Support Systems</i>	44
Perceived Impact of Hiring.....	49
Additional Comments from Experienced Employers.....	51
Discussion	54
Attitudinal Variables (ATTEMP).....	55
Factors Influencing the Decision to Hire	
1. <i>Worker Characteristics</i>	59
2. <i>Worksite Variables</i>	62
3. <i>Social Support Systems</i>	63
Perceived Impact of Hiring.....	64
Employer Comments.....	64
Recommendations for Job Placement.....	65
Recommendations for Future Research.....	66
Summary	68
References	70
Appendices	84

List of Tables

Table 1: Internal Consistency of the Attitudinal & Hiring Subscales.....28

Table 2: Occupation and Size of Industry Represented by Groups of Employers.....30

Table 3: Previous Experience Hiring a Person with a Developmental Disability.....32

Table 4: Frequency of Interaction at the Worksite by Employer Group.....32

Table 5: Anticipated Employment & Willingness to Receive Immediate Job Applications by Employer Group.....33

Table 6: The Influence of Social & Task Related Worker Characteristics on the Hiring Decision.....38

Table 7: The Influence of Worksite Characteristics on the Hiring Decision.....42

Table 8: The Influence of Social Support Systems on the Hiring Decision.....46

Table 9: Perceived Impact of Persons with a Developmental Disability on the Worksite.....50

List of Figures

Figure 1: Interaction between Employer Group & Positive/Negative Worker Trait.....	36
Figure 2: Interaction between Positive/Negative Traits & Social/Task Related Skills.....	37

Introduction

In the latter half of the twentieth century, a philosophy emerged which revolutionized the treatment of individuals with a developmental disability. The "normalization" movement, in emphasizing the importance of community integration for this population (Wolfensberger, 1972), has served as an impetus for expanding the vocational opportunities available to persons with a developmental disability (Lakin & Bruininks, 1985; Knox & Parmenter, 1993; Parmenter, 1993; Trach & Rusch, 1989). Unfortunately, despite improved access to job placement in more socially integrated environments (Conley, Rusch, McCaughrin, & Tines, 1989; Levy, Jessop, Rimmerman, Francis, & Levy, 1993), patterns of unemployment and underemployment persist (e.g., Huang & Rubin, 1997; Millington, Szymanski, & Hanley-Maxwell, 1994). Across Canada, the unemployment rate for persons with developmental disabilities has been cited in excess of 75% (Statistics Canada, 1986, as cited in Mueller & Wilgosh, 1991). The gravity of this situation is compounded by employment concentrated in the secondary labour markets, with less job security, lower wages, higher incidence of job interruptions, and less full time work (Levitan & Taggart, 1977, Mithaug, Horiuchi, & Fanning,

1985, Wolfe, 1980, as cited in Mueller & Wilgosh, 1991; Parmenter, 1993).

As "gatekeepers" to the world of the competitive labour market (Florian, 1981), employers play a pivotal role in the employee selection process of persons with disabilities (Millington et al., 1994). Thus it is important to understand the employer perspective: the advantages and disadvantages to hiring a person with a developmental disability as perceived by those directly responsible for employee selection decisions. This information can be utilized to develop locally relevant job placement strategies which capitalize upon incentives and compensate for employer-perceived barriers. As a step toward this objective, the present research project examined the attitudes expressed by employers toward the competitive employment of persons with a developmental disability and explored potential factors that may affect the decision to hire and to reject prospective employees from this population.

Terminology used in this project

For the purposes of this project, a person with a developmental disability was defined as "one who learns more slowly than others" (Sitlington & Easterday, 1992). Across the literature, an inconsistent terminology has been applied

to this population (Hastings & Remington, 1993). The term developmental disability has been used interchangeably with mental retardation, mental handicap, mental disability, intellectual impairment, intellectual disability, and developmental delay (Annable, 1994).

Developmental Disabilities and Employment Opportunities

Historically, the employment opportunities deemed appropriate for persons with developmental disabilities have been restricted to sheltered workshops settings (Goldberg, McLean, LaVigne, Fratolillo, & Sullivan, 1990). Contrary to the ideal of the normalization movement, sheltered employment consists of a segregated work environment which provides subcontract work for persons with disabilities and typically pays below minimum wage with little possibility of advancement into open employment (Martin, Rusch, Lagomarcino, & Chadsey-Rusch, 1986; Schuster, 1990, as cited in Rusch, 1990). Although advocates of this approach emphasize that behavioural and skill deficits often prohibit the immersion of persons with developmental disabilities into less sheltered mainstream environments (Nisbet & Vincent, 1986), evidence is accumulating to suggest that employees from this population can successfully maintain jobs in the competitive labour market when provided with appropriate support and training

(Wehman, 1981, as cited in Harrison & Tomes, 1990; Wehman, Hill, Hill, Brooke, Pendleton, & Britt, 1985; Shafer, Hill, Seyfarth, & Wehman, 1987; Tse, 1994). Work performance equivalent to, if not surpassing, coworkers without disabilities has been reported over a wide range of jobs with respect to job stability and attendance (Pati, 1978, as cited in Harrison & Tomes, 1990), time keeping, and safety (Shafer et al., 1987). In light of such findings and concomitant with the push for normalization have been the closures of sheltered workshop facilities in favour of community based supported employment (Wehman & Kregel, 1990). This latter alternative represents paid employment in integrated work settings, with the provision of onsite training and ongoing support (Wehman & Kregel, 1990; Shafer et al., 1987). Supported employment has been associated with greater financial independence (Hill, Banks, Handrich, Wehman, Hill, & Shafer, 1987), enhanced perceptions of self control (Wehmeyer, 1994), and quality of life (Inge, Banks, Handrich, Wehman, Hill, & Shafer, 1988, as cited in Shafer, Banks, & Kregel, 1991) for persons with a developmental disability.

Employers and the Supported Work Model

Currently, the need for supported competitive employment continues to far exceed the implementation of

such services (Albin, Rhodes, & Mank, 1994). Despite the acknowledged benefits to be derived from employment in an integrated setting, the majority of persons with severe developmental disabilities continue to be placed in segregated work environments (e.g., West, Revell, & Wehman, 1992). Hope for the development of further supported work programs resides in the greater acceptance of workers with a developmental disability by employers in the competitive labour market (Shafer et al., 1987). Open communication to better understand the employer perspective, in conjunction with greater preparation and support for employers, are needed if workers with disabilities are to be successfully recruited and integrated into the workplace (Tilson, 1996).

Barriers to Employment

With the recent surge of interest in developing more community based job opportunities such as supported employment programs, research has been conducted to understand the barriers confronted by persons with developmental disabilities in acquiring and sustaining employment. For example, Mahoney (1976) has identified 4 general areas impacting upon the employment success of workers from this population. These include aspects of the: (a) individual, (b) employer, (c) job market, and (d) task. The lack of adequate school curricula (Wehman & Pentecost,

1983), nonexistent social support networks (Ford, Dineen, & Hall, 1984), inadequate vocational training (Ruffner, 1981), an absence of communication and cooperation among relevant agencies, lack of parental support, and ignorance on the part of the public and potential coworkers are among the additional factors cited as obstructing the job retention of persons with a developmental disability (e.g., Martin et al., 1985; Wehman & Pentecost, 1983). The bulk of the research conducted has focused on obstacles to employment as a result of features inherent in the individual (e.g., Brickey, Campbell, & Browning, 1985; Greenspan & Shoultz, 1981) or arising from employer attitudes (eg. Fuqua, Rathbun, & Gade, 1984; Millington et al., 1994; Wilgosh & Skaret, 1987).

Individual attributes of workers with a developmental disability.

The absence of specific skills and abilities for use on the job has long been touted as a principal reason for the limited access to and resultant failure in open employment, often experienced by persons with a developmental disability (e.g., Cooper, 1991; Greenspan & Shoultz, 1981). Low productivity rates (Rusch, Martin, Lagomarcino, & White, 1983 as cited in Goldberg et al., 1990), inappropriate social behaviours (Greenspan & Shoultz, 1981, Martin et al.,

1986); slow work performance (Hill & Wehman, 1979), and emotional instability (Cooper, 1991) have been cited as deterrents to the successful work adjustment of this population. Research examining the work history of persons with a developmental disability has led to disagreement over the relative importance of various worker characteristics in both the job acquisition and job failure of this population (Mueller & Wilgosh, 1991). For example, a controversy exists over whether more jobs are lost in the workplace by persons with a developmental disability as a result of incompetent task performance and poor work productivity (e.g., Brickey, Browning, & Campbell, 1982) or as a consequence of social skill deficits (Chadsey-Rusch, 1986, as cited in Mueller & Wilgosh, 1991; Greenspan & Shoultz, 1981). Although it has been speculated that task production abilities such as high productivity rates may predominate in the decision to hire (Mueller & Wilgosh, 1991) and inappropriate social behaviours in job loss once employed (Greenspan & Shoultz, 1981; Mueller & Wilgosh, 1991), the relative importance of these applicant attributes, particularly social skill deficits on the employee selection process of persons with a developmental disability requires further investigation.

Employer attitudes as a barrier to employment.

In addition to work related deficits which impede employment retention, the attitudes expressed by employers toward hiring persons with a developmental disability constitute a second major barrier to the job acquisition, maintenance and advancement of this population (Johnson, Greenwood, & Schriener, 1988; Schloss & Soda, 1989; Wilgosh & Skaret, 1987). An abundance of early research exists to suggest hesitation on the part of employers in hiring persons from many disability groups (see reviews by Jamero, 1979; Nagi, McBroom, & Collete, 1972, as cited in Wilgosh & Skaret, 1987). For example, in a telephone survey of 31 employers advertising employment positions judged to be within the vocational capacities of workers with a developmental disability, Ligato and Unterwagner (1975) reported that 71% of those interviewed expressed either an outrightly negative or a more subtle opposition to even considering such persons as potential candidates for the advertised positions (as cited in Tse, 1993, and Wilgosh & Skaret, 1987). Resistance to accepting workers into the competitive labour market has been attributed in part to the perpetuation of a number of common assumptions, which, although largely disputed by research, often impact upon the decision to hire workers with disabilities (Matkin, 1983;

Wilgosh & Skaret, 1987). Included among these "myths" are beliefs in a) increased insurance rates associated with hiring from this population, b) substandard attendance, productivity, dependability, adaptability to various jobs, and safety records for persons with disabilities in contrast to their nonhandicapped peers, c) the lack of acceptance of workers with disabilities by co-workers without disabilities, and d) increased costs of hiring, especially when technical job accommodations are needed (e.g., Florian, 1981; Ontario Advisory Council for Disabled Persons, 1990; Williams, 1972, as cited in Matkin, 1983; Wysocki & Wysocki, 1979, as cited in Wilgosh & Skaret, 1987).

Given the changing social policy and economic climate of the present day, the generalizability of such early research findings to employers currently faced with the decision to hire workers with disabilities remains to be examined. The crucial question becomes whether employer attitudes will shift toward greater acceptance of the employability of this population with increased community integration and education regarding persons with disabilities (Reesetal, 1991, as cited in Duvdevany, Rimmernant, & Portowicz, 1995). In fact, new evidence is accumulating to suggest that a change toward greater acceptance of employees with a developmental disability is

occurring (e.g., Cooper, 1991; Levy et al., 1995), and has led to the assertion that negative employer attitudes have been overestimated as a barrier to workers with disabilities (Ruffner, 1981; McCarthy, 1988). Unfortunately, despite the apparent emergence of more favorable attitudes toward this population (Mithaug, 1981, Rusch & Mithaug, 1980, as cited in Martin et al, 1985; Hicks & Hicks, 1978, as cited in Wilgosh & Skaret, 1987), there is still evidence to suggest that employers may obstruct the acquisition and advancement of individuals with disabilities in the workplace (Gibson & Groeneweg, 1986; Smith, 1981; for a comprehensive review of research conducted since the mid 1970's, see Wilgosh and Skaret, 1987). To compound matters, a generally consistent pattern of increased resistance and greater attribution of more negative characteristics to workers with cognitive impairments, as opposed to those with a primary physical disability, has been noted across the literature (e.g., Fuqua et al., 1984; Johnson, Greenwood, & Schriener, 1988; Mithaug, 1979; Ontario Advisory Council for Disabled Persons, 1990). This differential pattern of acceptance by employers according to disability type was noted by Mithaug (1979), in a survey of Fortune 500 business executives. In this study, 90% of respondents indicated that applicants with a physical disability or a hearing impairment would be

considered acceptable for hiring into their company, with 68% responding affirmatively for applicants with mental retardation and only 20% for persons considered severely mentally retarded. Problems pertaining to perceived ability, productivity, absenteeism, emotional personality, turnover rate, and liability, were among the central fears noted by employers about hiring from this population. Similarly, Hartlage and Roland (1971) found that workers with developmental disabilities and those with former emotional disabilities were viewed as below average workers and poor employment risks. This concern about employing persons with a developmental disability has been echoed in more current research (e.g., Fuqua et al., 1984; Johnson et al., 1988). Employees from this population have been viewed, by employers who are resistant to their placement, as possessing many problems potentially irritating to coworkers and warranting employment only in segregated work communities (Wilgosh & Mueller, 1989).

Employee Selection

Employee selection in the competitive labour market has been described as a complex decision making process (Roe, 1989, as cited in Millington et al., 1994) in which negatively weighted criteria are used to screen out undesirable applicants (Bills, 1990) and more positive

criteria to choose the best possible candidate for any given position (Kiernan & Railand, 1989, as cited in Millington et al., 1994). Given that employment selection decisions are thought to be intrinsically linked to employer attitudes (Levy et al., 1993), and in light of the negative attitudes espoused by employers in earlier research, it should not be wholly unanticipated that such beliefs often result in discrimination against workers with disabilities in the competitive labour market (Perry & Apostol, 1986; Satcher & Dooley-Dickey, 1992). For example, Millington et al. (1994), in investigating the impact of the label of mental retardation on the employment selection process used by 296 employers, ascertained that the mere mention of this condition negatively influenced employer ratings of potential employees in terms of fundamental (e.g., ability to attend to detail, resolve conflicts), and advanced (e.g., manage money, understand workplace culture) skills, for use in the employment setting. Employers with such attitudes are apt to have low performance expectations for persons with a developmental disability (Huang & Rubin, 1997).

Overcoming Employer Resistance: Strategies for Open Employment

With the growing acknowledgment of the role employers play in obstructing access to the gainful employment of

persons with a developmental disability, researchers have begun to gather information generated by employers to create strategies for overcoming this resistance and facilitating job placement. One such endeavor, attitudinal research, has been conducted to identify characteristics of organizations "sympathetic" to the plight of this population (Harrison & Tomes, 1990). The rationale underlying these studies is to accumulate sufficient data to compose a profile of employers likely to offer vocational opportunities to persons with a developmental disability and, consequently, target such companies during job placement efforts. By extension, those employers identified as resistant to placement may be selected as candidates for further education regarding the employment potential of persons with disabilities (Levy et al., 1993). Unfortunately, results from this research have been largely inconclusive with respect to size of industry (Harrison & Tomes, 1990; Hartlage, 1974; Phelps, 1965; Wolfe, 1961; Zadny, 1980), type of industry (e.g., Hartlage, 1965; Phelps, 1965; Stewart, 1977), and educational level of respondents (Cohen, 1963; Hartlage, 1974; Phelps, 1965). The role of past experience employing persons with a developmental disability on attitudes expressed and willingness to hire has been investigated (e.g., Wilgosh & Mueller, 1989), with further research needed to delineate

the role of prior contact as a function of its context, amount, and quality. Although research to date has been inconclusive, preliminary evidence points to greater receptivity towards the employability of persons with developmental disabilities contingent upon positive previous contact (Levy et al., 1991; 1992; 1993; 1995; Wilgosh & Skaret, 1987).

While doubtlessly worthwhile, research focused narrowly on identifying characteristics of viable job placements remains limited because of lack of attention to the motivations driving an employer's decision to select workers with a developmental disability for employment in the competitive labour market. By catering solely to employers identified as "sympathetic", job opportunities which may have been cultivated based on a greater understanding of the concerns and incentives of *all* employers are lost or restricted. Consequently, research is being directed at the promotion of future vocational opportunities for persons with a developmental disability by examining factors which impede or enhance the decision to hire from this population (Tse, 1993). By identifying and prioritizing employer concerns and incentives, this information can be used to guide the development of locally relevant marketing strategies in vocational rehabilitation agencies dedicated

to finding employment for individuals with developmental disabilities (Harrison & Tomes, 1990).

Factors Affecting Employee Selection.

As movement into the realm of the competitive labour market is a relatively new phenomenon, little research exists using employer input to explicitly gauge the importance of various factors affecting the decision to employ or to reject workers with a developmental disability in open employment (Sitlington & Easterday, 1992). The few studies which have been conducted in this area indicate that employers consider a wide array of elements, such as work related skills and abilities, as well as those external to the individual such as worksite and social support factors when making the decision to hire (Cooper, 1991; Harrison & Tomes, 1990; Millington et al., 1994; Mithaug, 1979; Sitlington & Easterday, 1992; Tse, 1993). For example, Tse (1993) conducted a survey of 360 employers of persons with a developmental disability. These employers were required to rate the extent to which various items presented in a 22 item questionnaire would affect the hiring of individuals from this population. The survey results indicated that the four most important factors affecting employment decisions were: the presence of an emotional problem and the personality of the worker, the worker's ability to perform

the job, the availability of low level jobs, and the productivity of the worker. The factors least significant in influencing the decision to hire included: the approval of customers, possible increased labour costs, and the cost of health and insurance.

Unlike earlier research which was characterized by an almost exclusive focus on employer concerns and obstacles (e.g., Cohen, 1963; Combs & Omvig, 1986; Fuqua et al., 1984; Smith, 1981), current studies have attempted to attain a more balanced perspective, incorporating an examination of incentives, alongside the barriers, to hiring persons with a developmental disability. Additional factors cited in the literature as incentives in the employment selection process include: the probability of regular attendance, ongoing access to a person to call for assistance, high probability of long term employment, and the availability of a person for onsite training (Sitlington & Easterday, 1992). In contrast, further factors noted to explain a hesitancy in hiring persons with a developmental disability include: the difficulty in accommodating this population in the work environment (Combs & Omvig, 1986), lack of coworker acceptance and customer prejudice (Harrison & Tomes, 1990), as well as concerns over lowered work productivity (Fuqua et al., 1984). Safety (Harrison & Tomes, 1990), lack of social

maturity, and inability to handle a variety of jobs (Cooper, 1991) are additional factors which have been noted as impeding employer receptivity to this population.

In order to implement the most effective strategies for placing workers with developmental disabilities in the community, it is first necessary to identify those factors viewed by potential employers as most relevant to the decision to hire.

The Present Study

Much of the earlier research conducted in this area has investigated factors influencing the hiring decisions of employers with prior experience training or hiring persons with a developmental disability (Cooper, 1991; Tse, 1993). It is possible that such employers, with an initial receptivity and direct experience unlike that of their peers, may identify substantially different factors as important in the employee selection process and espouse substantially more favorable attitudes than would their more "unsympathetic" or more "naive" counterparts.

Although a greater emphasis has been placed on social skill competencies in current research (Cooper 1991, Harrison & Tomes, 1990; Millington et al., 1994), the investigation into factors influencing an employer's decision to hire a worker with a developmental disability

has been somewhat restricted by the predominant emphasis on external incentives and nonsocial applicant attributes such as regular attendance and productivity (e.g., Mithaug, 1979; Sitlington & Easterday, 1992; Tse, 1993). Moreover, the research conducted to date, with the exception of the Millington et al. study (1994), has focused predominantly on evaluating the impact of positive applicant attributes on the decision to hire a person with a developmental disability (Mithaug, 1979; Tse, 1993). Worker traits such as honesty (Cooper, 1991), reliability (Cooper, 1991; Harrison & Tomes, 1990), and productivity (Cooper, 1991; Harrison & Tomes, 1990; Mithaug, 1979; Tse, 1993) have been evaluated by employers. Inclusion of more negative behaviours such as poor response to criticism and difficulty following directions (Millington et al., 1994) will allow for a more thorough assessment of critical factors in the decision to disqualify candidates with a developmental disability from the competitive labour market.

In an attempt to understand the barriers and incentives perceived by employers in offering work related opportunities to persons with a developmental disability, the primary purpose of the present research project was to identify potential factors affecting the decision to hire and those cited in the decision to reject prospective

employees from this population. More specifically, the central objective was to ascertain employers' perspectives on the importance of various factors and to examine the extent to which these would vary on the basis of previous contact employing persons with a developmental disability. Furthermore, in light of the deeply entrenched belief that negative employer attitudes serve as a central deterrent to the acquisition of gainful employment by persons with a developmental disability, attitudinal variables were included to gauge the extent to which employer attitudes may serve as a barrier to vocational opportunities in the competitive labour market for workers from this population.

The present study expanded upon research previously conducted by:

(1) incorporating interviews with employers both with and without experience hiring or training persons with a developmental disability in order to ascertain the importance of prior contact on three categories of hiring factors: 1. Worker Characteristics, 2. Worksite Influences, and 3. Social Support Systems, as well as on attitudes expressed;

(2) providing a direct comparison of the importance of social competency and task related skills in the hiring decisions of employers by examining 4 categories of Worker

Characteristics: 1. Positive Social Skills, 2. Positive Task Related Skills, 3. Negative Social Skills, and 4. Negative Task Related Behaviours;

(3) assessing the impact of negative behaviours in the decision to disqualify a worker with a developmental disability from competitive employment.

The present study also investigated employer-anticipated consequences of hiring a worker with a developmental disability on the worksite. Employer comments concerning previous experience hiring or training a person from this population, suggestions for easing the transition of a worker into competitive employment, as well as perceived barriers and incentives to this employment, were examined.

Method

Participants

The participants were individuals identified by their place of employment as responsible for hiring new employees in their department or company. Of these employers, 20 had hired or trained at least one worker with a developmental disability in the past three years. The remaining 18 employers had no such experience hiring workers from this population. As a result of difficulty in achieving an

adequate sample size from Thunder Bay, data from 7 employers (2 experienced and 5 inexperienced) outside of Thunder Bay, primarily from the regions of Willowdale and Etobicoke in Southern Ontario were included as part of the 38 employers comprising the sample.

The 31 employers from Thunder Bay were interviewed in person. In the case of the 7 employers from Southern Ontario, an in-person interview could not be arranged. Consequently, the interview instrument was mailed to and completed directly by the employer.

Materials

One interview instrument and one questionnaire, including both open and closed ended questions, were developed for the present study. Preliminary versions of the instruments were submitted for review by three professionals, one a professor of rehabilitation and two supervisors of agencies working with developmental disabilities. Based on their feedback, items were changed or added to improve readability. Input was also sought during instrument construction, from an agency working in the area of vocational rehabilitation of persons with a developmental disability, to ascertain that the information to be gathered was of practical importance to their social services. The revised questionnaire was then pilot tested

on three employers with experience hiring persons with a developmental disability, and three psychology graduate students, to gauge its estimated time of completion and level of comprehensibility.

Interview instrument.

The first instrument was designed for use in a face to face interview and was completed by the author. However, in the case of the 7 employers from Southern Ontario, where an in-person interview could not be arranged, the interview instrument was completed directly by the employer.

The interview instrument consists of fourteen questions assessing agency demographics and the context, type and duration of an employer's previous experience working with persons with a developmental disability. In open ended questions, employers were asked to identify any concerns or incentives they might perceive to hiring a worker from this population at their worksite. Employers with prior experience were encouraged to discuss their past experiences working with persons with a developmental disability as well as to provide suggestions for easing the transition of a worker into socially integrated and community based employment. Any comments expressed by employers were recorded manually. A transcript of all employer comments

(70 pages in length) can be obtained by writing to the author. The interview instrument is attached as Appendix C.

Main questionnaire.

The questionnaire contained 3 sections of questions which were answered on Likert scales, as well as a number of open ended questions. The first section consisted of a modified version of the Attitudes Toward the Employability of Persons with Severe Handicaps Scale [ATTEMP], (Schmelkin & Berkell, 1989). Changes to the attitudinal measure for use in this research project included: a) substitution of the word 'developmental disability' for the more generic term 'severe handicap' in every statement, and b) abbreviation of the rating scale from a 6 point to a 5 point scale, with the omission of the "very strongly agree/disagree" options and the addition of an "undecided" alternative. This midpoint was included to allow for the possibility that some employers, particularly those lacking the experience of employing persons with developmental disabilities, may not possess definite views on every one of the statements to be evaluated (Cooper, 1991).

The ATTEMP scale consists of two subscales: the appropriateness of competitive employment (ACE) and disadvantages of competitive employment (DCE). The ACE subscale consists of 11 items designed to measure the

perceived appropriateness of providing services and competitive employment opportunities for persons with severe disabilities and the benefits to be derived from them (Schmelkin & Berkell, 1989). The second subscale (DCE) is composed of 10 items and focuses on the possible detrimental effects of competitive employment, obstacles and disadvantages for employers, as well as for workers with and without disabilities (Schmelkin & Berkell, 1989). The two subscales have been shown to have good internal consistency, (ACE .89, DCE .81, [Brown, Berkell, & Schmelkin, 1992]). The modified version of the ATTEMP used in the present study is attached as Appendix D.

The second section of the questionnaire used in the present study contains a total of 82 items which may affect the decision to hire or reject a prospective employee with a developmental disability. These items were divided into 3 main categories of hiring factors: 1. Worker Characteristics (49 items), which were further grouped as Positive Social Skills (11 items), Negative Social Skills (11 items), Positive Task Related Skills (15 items), and Negative Task Related Skills (12 items), 2. Worksite Influences (16 items) and 3. Social Support System Factors (17 items). All employers were asked to rate on a 5-point scale (1= *Strongly Affect Decision **NOT** to hire* to 5= *Strongly Affect Decision*

to hire) the impact that each of the 82 items would have on their decision to hire a worker with a developmental disability. These items were primarily based on Cooper (1991), with additional items from Harrison and Tomes (1990), Millington, Szymanski & Hanley-Maxwell (1994), Mithaug (1979), Sitlington & Easterday (1992), and Tse (1993).

The third main section of the questionnaire consisted of 7 items designed to assess employer-anticipated consequences of hiring a worker with a developmental disability at their worksite. Participants were asked to rate on a 5-point scale (1 = *Strongly Disagree* to 5 = *Strongly Agree*) the extent to which they agreed or disagreed with possible outcomes of hiring a worker specified in the 7 impact statements. These items were based on Cooper (1991).

Finally, the questionnaire contained a number of open ended questions. These asked the employers to list the 5 main factors which would encourage them to hire a person with a developmental disability as well as the 5 main factors discouraging their decision to hire. The last section of the questionnaire is attached in Appendix E.

Procedure

The procedure for selecting employers for participation in the present study was as follows. First, a list of

employers who had accepted one or more persons with a developmental disability for work experience was provided by a transitional vocational program. These employers were contacted directly by support workers from the vocational agency and were given a letter detailing the purpose of the present study. This cover letter is presented in Appendix B. Sixteen employers, who were approached by the vocational agency, agreed to participate in the study and were subsequently contacted and interviewed.

An attempt was made to match employers with and without experience on general type of industry. To achieve this end, the remaining sample was obtained by sending a letter to companies in Thunder Bay in the same occupational clusters as that of the experienced employers. A listing of companies was generated through the Thunder Bay Telephone Directory or by contacts made through word of mouth.

A total of 134 letters were sent and follow up telephone calls made. Twenty-nine employers agreed to be interviewed and complete the required questionnaire. Of these, 7 had prior experience in the hiring or training of persons with a developmental disability and were added to the previous 16 employers to form the experienced sample group. The remaining 22 persons contacted comprised the inexperienced sample.

Seven of those interviewed failed to complete and return the questionnaire and were not included in the sample.

Seven employers from Southern Ontario were identified through personal contacts and word of mouth. These persons were contacted directly through the mail with a package containing: a cover letter detailing the purpose of the present study, a consent form as well as the interview instrument and questionnaire. All employers agreeing to participate returned the completed materials in a postage paid return envelope.

Internal Consistency of Measurements

Internal consistencies were evaluated through several reliability analyses. For an item to be selected for a particular scale, it had to load above .30 on the factor. This criterion resulted in 15 items, which correlated below .30 on each of the factors, being excluded as components of the subscales. An additional 7 items measuring perceived impact of hiring on the worksite were examined individually. Information on the final composition of the 8 scales, the number of items encompassed by each scale and the reliability coefficients for each, are presented in Table 1.

Table 1

Internal Consistency of the Attitudinal and Hiring Factor Subscales

	Number of items in the scale	Alpha level
<u>Attitudinal</u>		
ACE	11	.75
DCE	10	.75
<u>Hiring Factors</u>		
Negative social skills	9	.84
Negative task related skills	8	.81
Positive social skills	9	.80
Positive task related skills	14	.84
Worksite	13	.73
Social support systems	14	.90

Data Analysis

To facilitate interpretation, the DCE subscale of the ATTEMP was reverse scored prior to data analysis. Consequently, high scores on both the ACE and DCE subscales of the present study are indicative of favorable attitudes toward employing persons with a developmental disability. Means on the ATTEMP, hiring factors and impact statements were interpreted using the following guideline: a mean below 2 (*Disagree/Moderately affect the decision not to hire*) was interpreted as strongly negative, and above 4 as strongly positive (*Agree/Moderately affect the decision to hire*).

Results

The occupations and size of industry represented by employers are displayed in Table 2. The two occupations with the largest representation in the present study were the manufacturing and food service industries, with 45% of the experienced employers and 56% of their inexperienced peers belonging to these two occupational clusters. With respect to size of industry, small businesses (1 - 9 employees) represented the largest portion of the subject sample, with 45% of experienced employers and 50% of the inexperienced sample originating from this size of industry.

Table 2

Occupation and Size of Industry Represented by Groups of Employers

	Experienced Employers (n = 20)	Inexperienced Employers (n = 18)
<u>Occupation</u>		
Manufacturing & Technical Service	25%	28%
Food Service	20%	28%
Laundry & Dry Cleaning	20%	17%
Retail & Other Service	15%	11%
Clerical Work	20%	17%
<u>Size</u>		
1 - 9 employees	45%	50%
10 - 24	5%	17%
25 - 49	20%	0%
50 - 99	10%	0%
100 and over	20%	33%

Table 3 summarizes the previous experience of employers who had hired or trained a person with a developmental disability within the past three years. Of the 20 experienced employers, 80% had trained and hired at least 1 person with a developmental disability at their worksite, with 30% of these employers hiring and training more than one employee. Frequency of past contact at the worksite with persons from this population is presented in Table 4. Sixty-one percent of the inexperienced employers had no previous contact with a person with a developmental disability at their worksite. In contrast, 45% of the experienced employers reported daily interactions with individuals from this population.

Anticipated employment opportunities within the next three years and willingness to receive immediate job applications for workers with a developmental disability are presented in Table 5. Although both employer groups reported little anticipation of employment opportunities for persons with a developmental disability over the next three years (combined mean = 2.34), the experienced employers were significantly more likely to see some possibility for this employment than were employers without experience. At the time of interview, 56% of the inexperienced sample were not willing to receive job applications from a person with a

Table 3

Previous Experience Hiring a Person with a Developmental Disability by Experienced Employers

Experienced Employers	
(%)	
Trained not hired 1 person with a developmental disability in past 3 years	5%
Trained not hired more than 1 worker	5%
Hired not trained 1 worker in past 3 years	10%
Hired not trained more than 1 worker	0%
Trained and hired 1 worker in past 3 years	50%
Trained and hired more than 1 worker in past 3 years	30%

Table 4

Frequency of Interaction at the Worksite by Employer Group

Frequency of interaction with a person with a developmental disability	Experienced (%)	Inexperienced (%)
No previous contact at the worksite	0%	61%
1 - 2 interactions in total at the worksite	20%	22%
Monthly interactions at the worksite	15%	11%
Weekly interactions at the worksite	20%	6%
Daily interactions at the worksite	45%	0%

Table 5

Anticipated Employment and Willingness to Receive Immediate Job Applications by Employer Group

	Experienced Employers		Inexperienced Employers		t value	p value
	Mean	SD	Mean	SD		
Anticipated employment at company for a person with a developmental disability within the next 3 years	2.85	(1.69)	1.78	(.81)	2.44	.02*
	Experienced (%)		Inexperienced (%)		Chi Sq. p value	
Willingness to receive job application at the present time						
No	20%		56%			
Yes / Other	80%		44%		5.15	.023*

developmental disability, with 20% of the experienced employers also refusing immediate applications.

Attitudinal variables (ATTEMP)

A 2 (Attitudinal Measure) X 2 (Group) Mixed Analysis of Variance was performed with employer group as the between subjects variable and the ACE and DCE subscales of the ATTEMP serving as the within subjects factor. Only a significant main effect of group was found, $F(1,36) = 6.24$, $p = .017$. Inspection of group means revealed that experienced employers (mean = 3.69, SD = .37) had significantly more favorable attitudes toward the competitive employment of persons with a developmental disability, perceiving more advantages and fewer disadvantages to this employment than did inexperienced employers (mean = 3.39, SD = .37).

Factors influencing the decision to hire:

1. Worker characteristics.

To examine the four scales of worker characteristics: positive social skills, negative social skills, positive task related skills, and negative task related skills, a 2 (Social/Task related skills) X 2 (Positive/Negative Traits) X 2 (Employer Group) Mixed Analysis of Variance was performed. A significant interaction between Employer Group

and Positive/ Negative Worker Trait, $F(1,36) = 9.21$, $p = .004$, is illustrated in Figure 1. Simple effects analysis indicated that inexperienced employers (mean = 1.72, SD = .35) rated negative work behaviours as more strongly impacting their decision not to hire an applicant with a developmental disability than did experienced employers (mean = 2.18, SD = .53), $t(36) = 3.13$, $p = .004$. The 2 groups of employers did not differ in their ratings of Positive Worker Traits, $t(36) = -1.30$.

The interaction between Positive/Negative Trait and Social/Task Related Skills was significant, $F(1,36) = 8.75$, $p = .005$ (see Figure 2). Negative social skills (mean = 1.71, SD = .56) had a stronger impact on the decision not to hire a worker with a developmental disability than negative task related behaviours (mean = 2.20, SD = .59), $t(37) = -5.28$, $P < .001$. Positive social skills and positive task related behaviours did not differ in their impact on the decision to hire an applicant from this population, $t(37) = 1.38$.

In order to summarize the importance of specific worker characteristics, the individual items from the above scales are presented in Table 6. The items are listed in order of their importance based on the overall mean of both groups. Poor work attendance, disrespect of authority, poor safety

Figure 1

Interaction between Employer Group and Positive/Negative Worker Trait

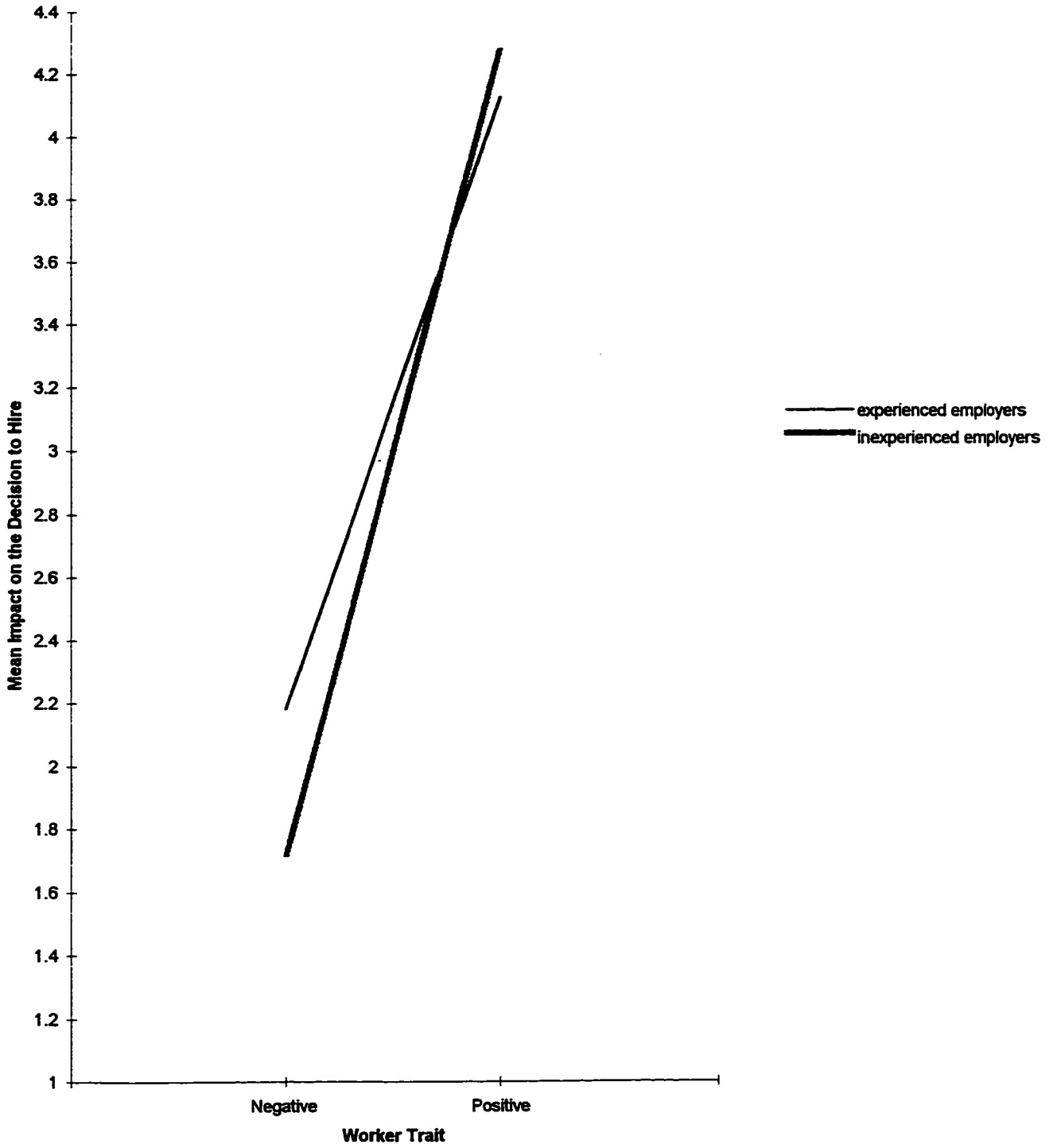


Figure 2

Interaction between Positive/Negative Traits and Social/Task Related Skills

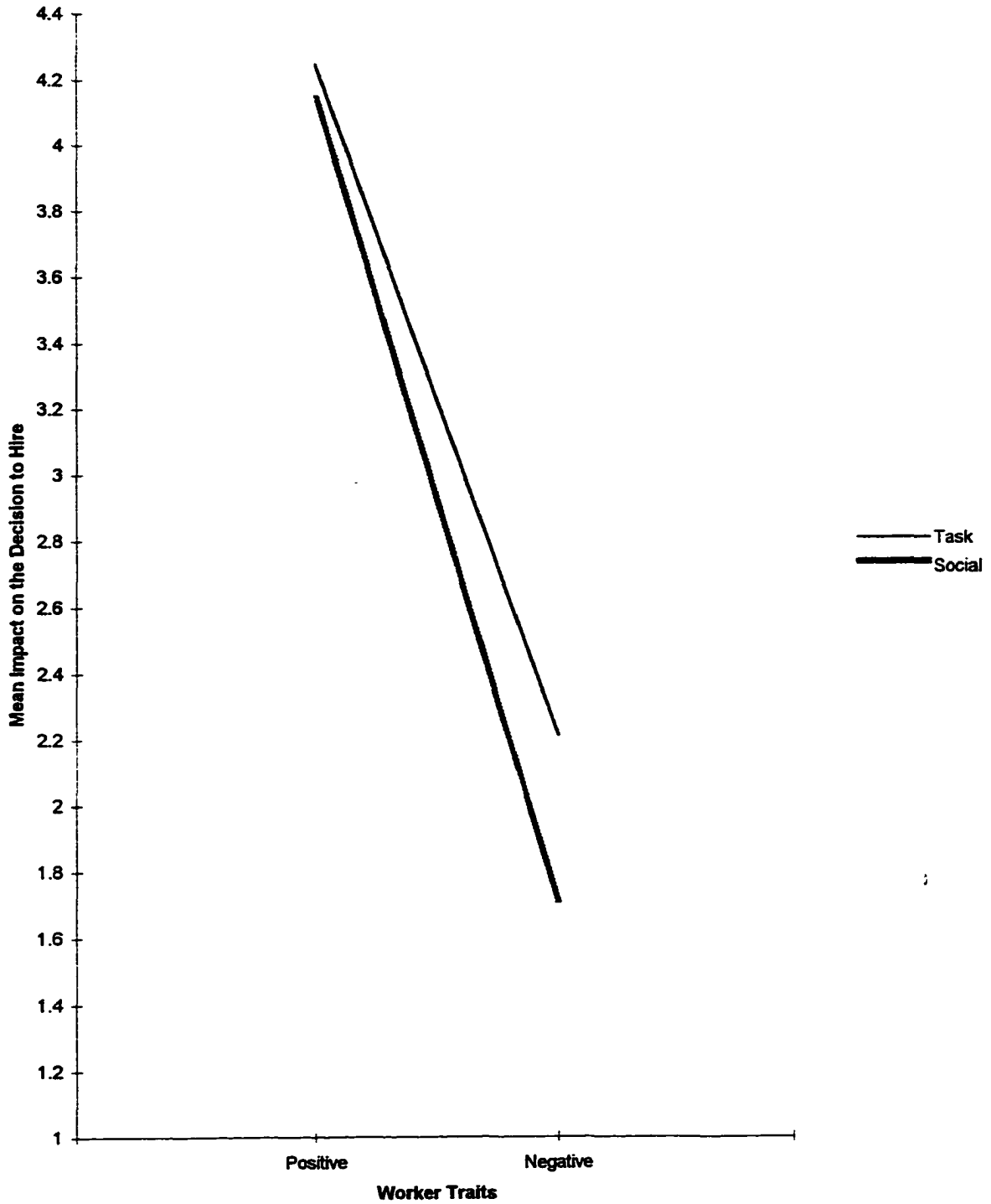


Table 6

The Influence of Social and Task Related Worker Characteristics on the Hiring Decision

Worker Characteristic	Overall Mean	Standard Deviation	Experienced Mean	Standard Deviation	Inexperienced Mean	Standard Deviation	t value	p value
Poor work attendance	1.30	.74	1.47	.96	1.11	.32	1.52	ns
Disrespects authority	1.32	.66	1.55	.83	1.06	.24	2.45	.019*
Poor safety behaviour	1.32	.75	1.47	.96	1.12	.38	1.26	ns
Unreliability	1.37	.75	1.50	.95	1.23	.42	1.09	ns
Irresponsibility	1.45	.95	1.60	1.23	1.28	.46	1.05	ns
Difficulty getting along with other employees	1.62	.90	1.63	.78	1.61	1.04	.05	ns
Physical intolerance of job demands	1.64	.71	1.85	.75	1.42	.60	1.96	ns
Difficulty controlling emotions	1.64	.76	1.88	.89	1.39	.50	2.05	.048*
Difficulty following instructions	1.67	.95	1.83	.91	1.50	.99	1.06	ns
Difficulty in cooperating with others	1.68	.93	1.75	.91	1.61	.98	.45	ns
Difficulty staying on assigned tasks	1.76	.97	2.05	1.19	1.44	.51	2.00	ns
Tardiness	1.85	.83	2.05	.83	1.63	.79	1.60	ns
Talks in excessive or inappropriate ways	1.89	.95	2.35	1.04	1.39	.50	3.56	.001**
Difficulty handling criticism without upset	2.03	.79	2.35	.88	1.67	.49	2.93	.006*
Poor communication skills	2.14	.81	2.38	.74	1.89	.83	1.90	ns
Asks inappropriate questions	2.30	.97	2.37	.83	2.22	1.11	.45	ns
Social immaturity	2.41	.94	2.82	.88	1.94	.80	3.22	.003**
Quality of work inferior to average worker	2.42	.95	2.70	.98	2.11	.83	1.99	ns
Requires much time to learn new tasks	2.42	1.00	2.80	.95	2.00	.91	2.64	.012*
Productivity inferior to average worker	2.55	.83	2.75	.85	2.33	.77	1.58	ns
Work speed slower than average worker	2.55	.89	2.65	.88	2.44	.92	.70	ns
Requires more supervision than average	2.57	1.05	2.73	1.12	2.39	.98	.98	ns
Capable of handling a fixed work schedule	2.61	1.10	2.70	1.13	2.50	1.10	.55	ns
Little time needed to learn new tasks	3.71	.93	3.65	.75	3.78	1.14	-.42	ns
Productivity equal to average worker	3.74	.83	3.60	.88	3.89	.76	-1.08	ns
Engages in appropriate social conversation	3.79	.91	3.90	.91	3.67	.91	.79	ns
Asks appropriate questions of all types	3.84	.79	3.70	.87	4.00	.69	-1.18	ns
Punctuality	3.89	1.09	3.65	.99	4.17	1.15	-1.49	ns
Quality of work equal to average worker	3.92	.82	3.80	.77	4.06	.87	-.96	ns
Work speed comparable to average worker	3.92	.63	3.85	.75	4.00	.49	-.73	ns
Respect for authority	3.97	.88	3.95	.83	4.00	.97	-.17	ns
Social maturity	3.97	.59	3.85	.59	4.11	.58	-1.37	ns
Ability to receive criticism without upset	4.14	.53	4.15	.59	4.14	.48	.08	ns
Good ability to perform in a range of jobs	4.14	.65	4.25	.64	4.03	.65	1.06	ns
Reliability	4.18	.90	4.30	.47	4.06	1.21	.84	ns
Responsibility	4.18	.87	4.05	1.00	4.33	.69	-1.01	ns
Good ability to fill less desirable jobs	4.21	.74	4.20	.77	4.22	.73	-.09	ns
Good adaptability to varying work schedules	4.21	.70	3.90	.64	4.56	.62	-3.21	.003**
Good communication skills	4.24	.59	3.95	.51	4.56	.51	-3.65	.001**
Good ability to control emotions	4.26	.69	4.15	.75	4.39	.61	-1.08	ns
Requires little supervision	4.34	.63	4.30	.57	4.39	.70	-.43	ns
Cooperativeness	4.37	.94	4.40	.94	4.33	.97	.21	ns
Willingness to stay on assigned tasks	4.37	.67	4.40	.50	4.33	.84	.30	ns
Good adaptability to different jobs	4.42	.64	4.20	.70	4.67	.49	-2.37	.023*
Gets along with other employees	4.42	.50	4.45	.51	4.39	.50	.37	ns
Good work attendance	4.50	.51	4.40	.50	4.61	.50	-1.29	ns
Follows instructions	4.54	.52	4.55	.51	4.53	.56	.13	ns
Engages in safe work behaviour	4.55	.55	4.60	.50	4.50	.62	.55	ns
High quality of work	4.63	.54	4.50	.61	4.78	.43	-1.61	ns

behaviour, unreliability, irresponsibility, and difficulty getting along with other employees, were ranked as the most important characteristics in an employer's decision **not** to hire a worker with a developmental disability. In contrast, good work attendance, the ability to follow instructions, safe work behaviour, and high quality of work were cited as most strongly encouraging the decision to hire from this population.

The mean responses of employers with and without prior experience are also presented in Table 6, together with t values and corresponding significance levels for each comparison. However, given the number of analyses conducted and because no control for type 1 error was used in the comparisons, these findings should be interpreted with caution.

The information derived from employer interviews suggested that both the task related and social behaviours of a person with a developmental disability are of concern to participants in the present study. Twenty-five percent of the employers (4% experienced and 32% inexperienced) cited specific task related deficits, such as slow work performance (4%), poor quality (4%), inaccuracy of work (7%), and tardiness (7%), as barriers in hiring. Concern over task related deficits is illustrated by the following:

"The major concern I would have would be the accuracy of production. The jobs we do here do not leave a lot of room for mistakes...if someone doesn't do it properly, it will all be wasted."

A recurrent fear expressed by employers in the present sample (18% experienced, 41% inexperienced) was that of the constant supervision and extensive training times required in hiring a worker with a developmental disability. As stated by one inexperienced employer, "It is such a fast paced environment. I would constantly feel as if I had to watch them. Rather than having to baby-sit, I want someone who can do something on their own." Poor social skills and problems in interacting with other employees were cited as additional barriers by 14% of the employers surveyed (9% experienced and 19% inexperienced).

Factors influencing the decision to hire:

2. Worksite variables.

The two groups did not differ in the importance given to worksite variables in the decision to hire a worker with a developmental disability, $t(36) = 1.41$, $p = .167$. Both groups of employers rated worksite influences as only marginally impacting the decision to hire from this

population (experienced mean = 3.16, SD = .47; inexperienced mean = 2.97, SD = .36).

Table 7 presents the overall and group means for each Worksite item. Inspection of both group and overall means indicates that employers rated all worksite items as only marginally influencing their hiring decisions. In comparing group responses on individual items, employers with prior experience differed significantly from inexperienced employers in their ratings of only one item. More specifically, experienced employers rated previous experience with a person with a developmental disability as more positively influencing their decision to hire a worker than did inexperienced employers. However, this finding was not significant with appropriate correction for familywise Type I error.

During individual interviews, 35% of experienced employers and 45% of the inexperienced employers cited the risk of injury associated with hiring a person with a developmental disability as a central worksite barrier to the employment of this population. As noted by one experienced employer, "Safety is a big concern. We wouldn't have taken on anyone if we had more automated equipment." An inexperienced employer stated: "Unfortunately, due to the

Table 7

The Influence of Worksite Characteristics on the Hiring Decision

Worksite characteristic	Overall Mean	Standard Deviation	Experienced Mean	Standard Deviation	Inexperienced Mean	Standard Deviation	t value	p value
Cost of job accommodations	2.39	1.12	2.20	1.00	2.61	1.23	-1.13	ns
Presence of dangerous machinery	2.61	1.24	2.90	1.17	2.28	1.24	1.57	ns
Availability of applicants without a disability	2.79	.93	2.83	.88	2.75	1.00	.25	ns
Customer / client opinions	2.82	.82	2.84	.77	2.81	.89	.13	ns
Union policies	2.83	.68	2.88	.72	2.78	.65	.43	ns
Policies for firing	2.89	.65	3.00	.73	2.78	.55	1.06	ns
Existing sources of applicants	2.97	.68	3.05	.61	2.89	.76	.73	ns
Availability of a person at the worksite to help with training	2.99	1.02	2.90	.91	3.08	1.14	-.55	ns
Number of persons with a disability at worksite	3.00	.71	2.89	.66	3.11	.76	-.93	ns
Availability of low skill jobs	3.00	.98	3.20	.88	2.78	1.06	1.35	ns
Economic prosperity of the company	3.03	1.08	2.90	1.07	3.17	1.10	-.76	ns
Opinions of other workers	3.12	.68	3.35	.67	2.94	.64	1.90	ns
Policies for hiring	3.24	.88	3.15	.75	3.33	1.03	-.63	ns
Previous experience with a person with a developmental disability	3.26	.76	3.55	.95	2.94	.24	2.64	.012*
Personal preference for people who find their own jobs	3.37	.71	3.40	.82	3.33	.59	.28	ns
Personal belief concerning the rights of a person with a developmental disability	3.74	.76	3.95	.83	3.50	.62	1.88	ns

nature of my work, I am not able to hire a developmentally handicapped person. A person moving or thinking a tad slower for whatever the reason could put himself and others at great risk." Additional worksite barriers identified during interviews included: accommodations to the worksite (9% of the employers surveyed), union problems (9%), a lack of menial or repetitive work (11%), financial restrictions (13%), coworker interactions (20%), and customer opinions (24%). Employer concern over customer perceptions and coworker interactions are highlighted in the following comments: "there would be some concern about disrupting the customers depending on how severe the disability is. For the most part we might be ready to deal with and face these people but is the general population ready to? Most of the time they are not" and "the biggest hurdle is the people that you work with. I can't always be there to protect a worker. It is difficult convincing others that this will be OK."

During employer interviews, three worksite factors emerged as potential incentives to hiring a worker with a developmental disability: social altruism (27%), personal satisfaction and growth (18%), and assistance in completing menial and repetitive tasks (4%). The social altruism described by employers involved personal responsibility for

breaking "stereotypes", eliminating "bias in the workplace", as well as helping persons with a developmental disability "integrate into the community" and become "self sufficient." Included among the many personal benefits noted by employers as incentives to hiring were those gained by coworkers employed alongside the worker with a disability. This advantage to hiring was described by one experienced employer: "This may sound strange but it (hiring) was also for my staff. I think that it taught them acceptance, patience, and gave them the opportunity to grow and work through issues on their own. Overall, my staff has become more compassionate."

Factors influencing the decision to hire:

3. Social support systems.

Employer groups did not differ in mean ratings of the impact of social support systems on the decision to hire or reject a person with a developmental disability from competitive employment, $t(36) = -.12, p = .903$. Inspection of group means suggested that both sets of employers viewed involvement by a social service agency as strongly encouraging the decision to hire a worker from this population (experienced mean = 3.99, SD = .40; inexperienced mean = 4.01, SD = .53).

Table 8 contains the mean response, both within and across employer group, for each social support item. Of all items rated, only "being contacted by a worker without the assistance of a social service agency" was rated as marginally influencing the decision **not** to hire. In contrast, a number of social support items were rated as strongly influencing the decision to accept a worker into competitive employment. The three most important were: the provision of information about the skills and deficits of the worker by the referring agency, honesty and sincerity in a support worker, and the match between a company's needs and the worker's abilities.

This quantitative data was echoed in employer comments made during individual interviews. Seventeen percent of the experienced and 5% of the inexperienced employers emphasized the importance of background information in the decision to hire a worker with a developmental disability. The necessity of making informed decisions for employers is illustrated in the following comments: "The only thing that I would want to know about would be the background first of all. I would want to know where they came from and their past history to better assess their appropriateness for our worksite" and "if enough documentation is provided and everyone is fully knowledgeable then (hiring) will be a good

Table 8

The Influence of Social Support Systems on the Hiring Decision

Social Support Systems	Overall Mean	Standard Deviation	Experienced Mean	Standard Deviation	Inexperienced Mean	Standard Deviation	t value	p value
Being contacted by a worker with a developmental disability without the assistance of a social service agency	2.95	.99	3.10	1.07	2.78	.89	1.01	ns
Nonintrusiveness of the support worker in the work environment	3.64	.99	3.67	.91	3.61	1.09	.17	ns
Promise of frequent contact between co-workers & the support worker	3.75	.68	3.83	.75	3.67	.59	.72	ns
Disability awareness training	3.78	.62	3.83	.67	3.72	.58	.50	ns
Promise of frequent contact between the employer & the support worker	3.87	.70	3.85	.75	3.89	.68	-.17	ns
Being contacted by a social service agency acting on behalf of the worker	3.88	.79	3.97	.78	3.78	.81	.74	ns
Communication with referring agency	3.92	.82	3.90	.85	3.94	.80	-.17	ns
Availability of support services offered by referring agency	3.97	.79	3.95	.83	4.00	.77	-.19	ns
Opportunity to sample skills in an unpaid environment	3.97	.72	4.00	.73	3.94	.73	.24	ns
Degree to which the supported employment program is clearly explained	4.00	.70	3.85	.81	4.17	.51	-1.42	ns
Support person provided by the referral agency to help with onsite training	4.00	.84	4.20	.70	3.78	.94	1.58	ns
Ease of ending a contract	4.01	.86	3.93	.83	4.11	.90	-.66	ns
Relationship and coordination with agency	4.03	.65	4.08	.57	3.97	.74	.48	ns
Referral of persons who are job ready	4.08	.71	4.00	.65	4.17	.79	-.72	ns
Match of the company's needs with the skills & abilities of the worker	4.20	.75	4.15	.75	4.25	.77	-.41	ns
Honesty & sincerity of support worker	4.21	.74	4.15	.75	4.28	.75	-.53	ns
Provision of information about the skills & deficits of the worker by referring agency	4.34	.63	4.19	.53	4.50	.71	-1.55	ns

experience for everyone." Inexperienced employers expressed concern over their lack of knowledge about the area of developmental disabilities and their need for corrective information prior to hiring a worker. Issues of uncertainty expressed during interviews are illustrated in the following: "This may just be lack of information but I wouldn't understand how Workman's Compensation would cover (accidents in the workplace)...Compensation is based on skill and experience. It would be difficult for me to know how to compensate them. Is minimum wage too much or not enough? How much can they be able to work? If they required a lot of upkeep and medicine, how could we do it?" Similarly, the importance of matching individual abilities to particular tasks was noted by 9% (experienced 13%, inexperienced 5%) of the employers sampled. As stated by one experienced employer, "I believe that persons with developmental difficulties are no different from other people in that they have both strengths and needs. The willingness to identify strengths and match them to a job function with those requirements ... will most likely break down existing barriers."

The data generated from employer interviews highlighted the importance of many additional social support systems in the decision to hire a potential worker with a developmental

disability. Consistent with the findings of the questionnaire, 36% of the employers specified support from a social service agency as an incentive in the decision to hire a worker from this population. As one experienced employer stated, "I don't believe that I would have hired a worker if I wasn't approached by a social service agency." This sentiment was reinforced by other employers, "I cannot stress enough with all the cutbacks how important organizations like LACL and Avenue II are!!! We could use more of them." During employer interviews, limitations such as inadequate provision of information prior to hiring, the placement of individuals into jobs without regard for their "likes and dislikes", as well as "forcing" employment whether an individual is "capable or not" were noted of some social service agencies. Concern over a lack of one to one supervision is illustrated in the following comment: "One (support) worker to 12 disabled people does not allow proper follow-up or evaluation. I don't feel that the employer alone is capable of training individual needs. I believe that the only way for these people to feel comfortable is to have a support line."

Thirty percent of experienced and 27% of inexperienced employers emphasized wage subsidies or financial assistance as a major incentive in hiring. As stated by one employer,

"there has to be some incentive and it must be financial. You can't make the employer pay for all the training...the only incentive would be if an employee could fit into the workplace and if their pay could be subsidized."

Perceived Impact of Hiring a Worker on the Worksite

Table 9 displays the mean responses of employers with and without experience on the 7 impact statements, as well as t values and corresponding significance levels for each comparison. Significant differences were found between employer groups on two impact statements. Experienced employers showed marginal disagreement with the statement that hiring a person with a developmental disability would "increase the risk of accidents" at the worksite, in contrast to inexperienced employers who indicated marginal agreement. Furthermore, experienced employers showed greater endorsement than their inexperienced peers of the idea that hiring a person with a developmental disability would not affect their company in any noticeable way. However, when appropriate corrections were implemented to control for familywise Type I error, neither comparison reached the required significance level ($.05/7 = .007$).

Inspection of group means for each impact statement indicated that as a whole the employers anticipate positive consequences of hiring a person with a developmental

Table 9

Perceived Impact of Persons with a Developmental Disability on the Worksite

Impact	Overall Mean	Standard Deviation	Experienced Mean	Standard Deviation	Inexperienced Mean	Standard Deviation	t value	p value
Creates more positive attitudes in coworkers	4.11	.61	4.25	.55	3.94	.64	1.58	ns
Helps the public image of my company	3.71	.96	3.70	.92	3.72	1.02	-.07	ns
Will not affect my company in any noticeable way	3.08	1.08	3.45	.89	2.67	1.14	2.38	.023*
Increases the risk of accidents	2.80	1.13	2.40	.82	3.17	1.30	-2.20	.034*
Saves money for my company	2.58	.86	2.70	.87	2.44	.86	.91	ns
Increases insurance rates	2.55	.86	2.50	.69	2.61	1.04	-.39	ns
Creates fewer jobs for persons without disability	2.29	1.04	2.15	.99	2.44	1.10	-.87	ns

disability on the worksite. For example, 92.2% of the employers believed that hiring would create more positive attitudes in co-workers without a disability and 68.4% indicated that such hiring practices would help the public image of their company.

Additional Comments from Experienced Employers

Of the 23 experienced employers interviewed for the present study, 78% described their past experience hiring a person with a developmental disability as a predominantly positive one. In contrast, only 13% of employers expressed reservation about the experience, indicating that they would be unlikely to hire another worker if given the chance. Nine percent of the employers did not specify the nature of their experience.

Many of the experienced employers emphasized the individuality of their workers. As stated by 2 such employers: "I believe all people are individuals. Some are capable of employment. Others are not" and "Experience relates to the person itself, some individuals are more open and do not let their disability deter themselves, others are withdrawn and close others out." Despite individual differences in workers with a developmental disability, a few recurrent patterns emerged across many of the personal anecdotes told by the experienced employers. Employees with

a developmental disability were described as generally "slower" than other workers, with some difficulty dealing with change and worksite pressures: "On the whole, his work and our experience was fairly good and consistent. The problem came when we started to get a lot busier. The workload increased and so he had more difficulty. These people don't deal with pressure well. They work at their own pace." The workers were described as "generally eager to fit in and having a lot more heart in it than your average employee." On the whole, once an appropriate match between employee skill and task requirement was attained, persons with a developmental disability were described as competent workers: "he is limited to the types of positions he can work... If the job is kept to his level, he is very good at it. He is a very good worker.", and "Once the person is focused in on their task, there is no one who can do a better job. Their job is done completely with precision and great pride." During employer interviews, experienced participants were asked to provide any suggestions they had for easing the transition of a worker with a developmental disability into competitive employment. A frequent suggestion was to establish a graduated, direct, and concrete routine for the employee at the outset of training, preferably having him/her work alongside an

assigned co-worker. As stated by one employer: "I think for most people it is the employer who is not prepared to take on a worker. We weren't specific enough. We didn't make specific enough plans for a direct and concrete routine to make it easier for the worker to adjust." In addition to this directive approach to training, a number of participants emphasized employer attributes as a central element of successful job placement. Patience, listening skills, and the ability to recognize when one needs help were highlighted. Furthermore, a number of employers noted the importance of lowered and individualized expectations when training a person with a developmental disability. This emphasis is illustrated in the following comments: "The key to making a success is to individualize expectations, provide what support you can to provide them with access to pay and assistance if required", and " I would tell an employer not to expect too much too quickly. They take a little longer to train and adapt to different situations." As a whole, the experienced employers emphasized the importance of a social agency and the support services that they can provide as central to a successful placement. "It is wrong to expect an individual will be able to perform without continued support." Open communication with the referring agency prior to the placement of a worker was

noted: "There is fear by employers and fear by other employees about taking on a worker with a developmental disability. These fears must be addressed up front and as things stand now, there does not appear to be any vehicle to do that... The employer needs professional help to know what types of adjustments would be needed. If I was faced with a new employee, I would want to know, 'where do you go if you have a problem...who do you call?'"

Employers expressed differences in how best to prepare coworkers for the arrival of a person with a developmental disability. Some advocated preparation of other employees to help them understand that the employee was hired "under different circumstances and different disciplinary standards." In contrast, other employers approached the situation more informally, "I never really had a formal meeting with my staff to introduce them. Instead I very informally met with those who were to be directly involved with him. I don't think that it would have been necessary to inform all of them...Instead they all did it in their own subtle way and I think that worked better."

Discussion

The present study was designed to evaluate the effects of past experience hiring or training a worker with a

developmental disability on employer attitudes and on the importance of hiring factors in the decision to hire a worker from this population. The impact of individual items for each of the 3 categories of hiring factors: 1) worker characteristics, 2) worksite variables, and 3) social support systems, were also investigated.

Attitudinal Variables

A modified version of the ATTEMP was used to assess overall receptivity and employer group differences in attitudes toward the competitive employment of persons with a developmental disability. The results indicated that employers, as a whole, expressed somewhat positive attitudes toward the employment of persons with a developmental disability. As anticipated, the experienced group perceived more advantages and fewer disadvantages to this employment than did inexperienced employers.

One methodological issue of the present study, which may have resulted in more favorable employer attitudes, concerns the nature of the sample used. It may be argued that the attitudes expressed are not representative of the "average" employer in that only the most receptive individuals would participate in a study about an issue as sensitive as hiring workers with disabilities and entailing tasks involving both an in-person interview and a 14 page

questionnaire. This may be a limitation to studies such as this, since there may be employers, resistant to participating, who hold much more negative attitudes. In fact, many employers contacted for the present study refused to participate and of those agreeing to be interviewed, 7 did not return a completed questionnaire. Such noncompliance may provide reason to suspect the existence of more negative attitudes in employers than those expressed by participants in the present study. Furthermore, given that in-person interviews were conducted, there exists the potential for social desirability in responding.

A word of caution is also warranted about the attribution of causality in the present study. Although employers with experience were found to possess more positive attitudes about the employability of persons with a developmental disability, one cannot infer that this experience necessarily led to more favorable attitudes. It is possible that these employers possessed more positive attitudes prior to hiring which served as the impetus for accepting workers with a developmental disability. On the other hand, positive experience with persons who have a disability has been implicated as a central component of attitude change (Lee & Rodda, 1994). Many experienced employers interviewed in the present study described a

change toward greater receptivity with increased exposure to persons with a developmental disability. In particular, the experience provided the opportunity to overcome misconceptions and stereotypes, thereby fostering more positive attitudes. This is illustrated in the following: "I had heard of (workers with a developmental disability) never showing up. But once I met them and actually worked with them this was no longer a concern".

Much of the early research had suggested that negative employer attitudes exist, inhibiting the hiring of persons with disabilities into competitive employment (Fuqua et al., 1984; Mithaug, 1979; Schloss & Soda, 1989; Smith, 1981; Wilgosh & Skaret, 1987). However, research conducted within the past 7 years has noted more favorable employer attitudes toward the employment of workers with a developmental disability (Cooper, 1991) and, more generally, for "severe disabilities" (Levy et al., 1991; 1992; 1993; 1995). These findings, in conjunction with those of the present study, suggest an evolution of employer attitudes toward greater receptivity for persons with a developmental disability in the workplace over time. Furthermore, the present results seem to indicate that employer attitudes alone do not pose a major barrier to the job acquisition of workers from this population. However, research is needed to assess whether

such attitudes translate into actual employment opportunities for persons with a developmental disability.

The effects of previous experience on attitudes expressed in the present study is consistent with research conducted by Levy et al. (1991; 1992; 1993; 1995). Although focusing on severe disabilities in general, these researchers have found that companies hiring persons with disabilities possessed more positive attitudes toward the employability of workers than companies without this previous experience. More favorable attitudes have also been associated with positive employment experience (Levy et al., 1991; 1992; 1993; 1995; Wilgosh & Skaret, 1987).

The present findings have practical implications for the job placement of persons with a developmental disability. Since prior experience hiring or training a worker with a developmental disability is associated with greater receptivity to this population, job placement professionals seeking employment opportunities for their clients would be encouraged to contact companies that have hired a person with a developmental disability within the past 3 years. Job development efforts will be particularly fruitful when this prior experience was considered successful.

Factors Influencing the Decision to Hire

1. Worker characteristics.

Group differences were found in employer-ratings of the importance of worker characteristics on the hiring process. More specifically, inexperienced employers rated negative worker characteristics as more strongly impacting the decision not to hire an applicant with a developmental disability than did experienced employers. These findings suggest that inexperienced employers are less tolerant of worker deficits than are the experienced group when making the decision to hire an applicant with a developmental disability into their workplace. Consequently, when approaching an employer without prior experience, job placement professionals would be advised to emphasize the skills of the potential employee and the "mutual benefits" to be derived from hiring (Tilson, 1996). A discussion of worker deficits should include the potential benefits gained from onsite training and the availability of supported services.

The present study also examined the relative importance of social and task related worker characteristics in an employer's hiring decision. No group differences were found in the ratings of worker characteristics in the hiring decisions. However, when employers were examined as a

whole, negative social skills had a stronger impact on the decision not to hire an applicant with a developmental disability than did negative task related behaviours. Employers did not differ in their evaluations of positive social skills and positive task behaviours. As a whole, employers perceived both positive social and task related worker characteristics as strongly encouraging the decision to hire. In contrast, negative social skills were rated as strongly impeding this decision, with task related deficits marginally impacting the decision not to hire an applicant with a developmental disability.

These results support prior research demonstrating a greater impact of negative social skills over task related behaviours in an employer's decision to reject a worker from competitive employment. The importance of negative social skills in the job failure of persons with a developmental disability has been well documented (Chadsey-Rusch, 1992; Ford et al., 1984; Foss & Peterson, 1981; Greenspan & Shoultz, 1981; Martin et al., 1986; Mueller & Wilgosh, 1985). This finding has also been echoed in previous research into the reasons for terminating the employment of persons without a disability (Mueller, 1988; Mueller & Wilgosh, 1991).

The results from this study suggest that job placement programs should gear worker training to overcome negative worker characteristics, with an emphasis on both the development of critical job-related skills and the alleviation of worker deficits. In the case of the latter, the present findings indicate that a more concentrated effort should be placed on changing social skills deficits, rather than focusing solely on the development of specific task related skills. This is particularly important when approaching inexperienced employers who appear to have less tolerance for worker deficits of any kind.

Employers in previous research have rated worker characteristics as having at least some influence on their decision to hire (Cooper, 1991). With respect to individual items, the present study identified "poor work attendance", "poor safety behaviour", and interpersonal deficits as most strongly discouraging the decision to hire an applicant with a developmental disability. In contrast, the "ability to follow instructions", "safe work behaviour", and "high quality of work" predominated in the decision to hire. The present study found that "productivity" of a potential employee only marginally impacted employee selection. This is inconsistent with previous research which has found that "productivity" and "the ability to perform the job" were the

central factors impacting an employer's decision (Mithaug, 1979; Mueller & Wilgosh, 1991). One possible reason for this difference in emphasis is that 88% of Mithaug's (1979) sample, in contrast to 25% in the present study, was obtained through a manufacturing industry which may require higher productivity for success in employment. Consistent with the findings of this study, past research has identified a core of "critical" employment skills, including "safe work behaviour", "attendance", and "dependability", which are considered important to the job survival of workers with and without a disability in entry level positions (Burton, Chavez, & Kokaska, 1987; Mueller, Wilgosh, & Dennis, 1989; Mueller & Wilgosh, 1991; Salzberg, Agran, & Lignugaris/Kraft, 1986).

2. Worksite influences.

Prior experience did not differentially affect ratings of the importance of worksite variables in the decision to hire a worker with a developmental disability. All worksite influences were rated as only marginally affecting the employee selection process.

Consistent with the present results, worksite variables have not been viewed as having much impact on the decision to hire by employers in previous research (Cooper, 1991; Sitlington & Easterday, 1992). However, items such as the

availability of low skill jobs, and previous experience were rated as more important in earlier research than they were in the present study (Cooper, 1991).

3. Social support systems.

Employers with and without prior experience did not differ in their ratings of the importance of social support systems in their decision to hire. On the whole, such services were found to strongly impact the hiring decision. Of all the social support items, "the provision of information about the skills and abilities of the worker by the referring agency", "honesty & sincerity in a support worker", and "the match between the company's needs and the skills/abilities of the worker" were rated as most important in the present study.

The importance of social support systems has been confirmed in earlier research. Supported services such as "the ongoing availability of a person to call for assistance" and "the availability of person for on-site training" have been ranked among the top four incentives by employers in other studies (Sitlington & Easterday, 1992). The importance of matching worker needs with the characteristics of a particular position for persons with a disability has also been emphasized in the literature (e.g., Lam, Lustig, Chan, & Leahy, 1987; Tilson, 1996).

Perceived Impact of Hiring a Worker on the Worksite

Both groups of employers anticipated positive consequences of hiring a person with a developmental disability on the worksite. This finding is unlike that of previous research which suggests that reluctance to hire workers with a disability may be rooted in the perpetuation of employability "myths", such as higher insurance costs and lack of acceptance by co-workers (Florian, 1981; Matkin, 1983; Ontario Advisory Council for Disabled Persons, 1990; Wilgosh & Skaret; 1987). In contrast, employers in the present study do not appear to perceive many negative consequences of hiring a worker with a developmental disability. An exception to this statement is the finding that inexperienced employers indicated marginal agreement that hiring a worker would increase the risk of accidents at the workplace.

Employer Comments

The majority of the experienced employers surveyed in the present study reported that their past experience hiring or training a worker with a developmental disability had been predominantly positive. Although their individuality was highlighted, workers from this population were described as "very good" employees who were "generally slower", with some difficulty handling "pressure" and "eager to fit in".

Employer comments reinforced previous reports that persons with a developmental disability can successfully maintain jobs in the competitive labour market, particularly when receiving support from vocational agencies (Shafer et al., 1987; Tse, 1994).

Recommendations for Job Placement

The present findings show that both worker characteristics and social support systems figure prominently in an employer's decision to hire or reject a worker with a developmental disability from competitive employment. This finding is promising because, unlike worksite variables, such factors are amenable to training or compensation through supportive services (Sitlington & Easterday, 1992). Remedial efforts in programs for training persons with a developmental disability should focus on altering worker characteristics such as: poor attendance, unsafe work behaviours, and inappropriate social interactions, all of which were found to most strongly discourage an employer from hiring a worker from competitive employment. Additionally, the results from this study suggest that, when approaching a potential employer to seek job placement for persons with a developmental disability, support agencies should emphasize workers who are able to

follow instructions, engage in safe work behaviours, and produce a high quality of work.

In order to best suit the needs of participating employers, these agencies would be encouraged to provide information sufficient to address employer concerns and attempt to match a worker's skills, abilities, and interests with the job requirements of the worksite. This matching process should involve a detailed assessment of the "organizational climate" of the workplace, in addition to the skills, interests, and deficits of the potential employee (Wilgosh, 1990).

As indicated through employer endorsement of items on the DCE scale of the ATTEMP and concern over an elevated risk of accidents associated with hiring, employer education may be necessary to dispel belief in the disadvantages of competitive employment. This would be particularly important when approaching individuals who had not previously hired or trained a worker with a developmental disability.

Recommendations for Future Research

In assessing employer receptivity, it is important to ascertain whether positive employer attitudes translate into actual employment opportunities for workers with a developmental disability. Unfortunately, despite the

favorable attitudes expressed, employers in the present study expected little possibility of employment with their company over the next three years for such workers. Prior contact appeared to differentially affect willingness to receive immediate job applications, with inexperienced employers indicating more hesitancy to do so than their experienced peers.

However, the present study only looked at attitudes, not actual hiring practices. Previous studies have identified a discrepancy between reported willingness to hire and actual hiring practices (Gibson & Groeneweg, 1986; Wilgosh & Skaret, 1987), with others demonstrating greater consistency between attitudes expressed and willingness to accept trainees with a developmental disability (Wilgosh & Mueller, 1989). More research is needed to establish whether the findings reported here affect actual hiring practices.

Given the high rate of nonparticipation (and noncompliance) observed in the present study, there may be reason to suspect the existence of more negative employer attitudes. Since the ultimate objective of studies such as the present one is to promote future employment opportunities for workers with a developmental disability (Tse, 1993), there is an urgent need to investigate the

motives and attitudes of more "unsympathetic employers". Unobtrusive measurements of hiring practices and willingness to hire should perhaps be considered for use with employers resistant to participating in studies of this nature. An assessment of "unsympathetic" employers is necessary before a definitive statement can be made on the role of employer attitudes as a barrier to the job acquisition, maintenance and advancement of workers with a developmental disability.

Summary

The results of the present study did not support the belief that employer attitudes are a major barrier to the job acquisition of persons with a developmental disability in the competitive labour market. Employer attitudes were generally positive, with prior experience hiring a person from this population associated with more perceived advantages and fewer disadvantages to this employment. However, future research should be conducted to assess whether positive employer attitudes affect actual hiring practices.

With regard to hiring factors, group differences were not found in the relative impact of either worksite influences or social support services in the decision to hire a worker with a developmental disability. However, inexperienced employers rated negative worker

characteristics as more strongly influencing their decision not to hire an applicant than did experienced employers. Negative social skills were rated by employers as more negatively impacting the decision not to hire than were negative task related behaviours. These findings can be used by job placement professionals to improve future employment opportunities for workers with a developmental disability.

References

Annable, G. (1994). Working solutions: Employing people with developmental disabilities. The Canadian Council on Rehabilitation and Work: Manitoba.

Albin, J.M., Rhodes, L., & Mank, D. (1994). Realignment organizational culture, resources, and community roles: Changeover to community employment. Journal of the Association for Persons with Severe Handicaps, 19(2), 105-115.

Bills, D. (1990). Employers' use of job history data for making hiring decisions: A fuller specification of job assignment and status attainment. The Sociological Quarterly, 31(1), 23-35.

Brickey, M., Browning, L., & Campbell, K. (1982). Vocational histories of sheltered workshop employees placed in projects with industry and competitive jobs. Mental Retardation, 20(2), 52-57.

Brickey, M.P., Campbell, K.M., & Browning, L.J. (1985). A five-year follow-up of sheltered workshop employees placed in competitive jobs. Mental Retardation, 23, 67-73.

Brown, J.M., Berkell, D.E., & Schmelkin, L.P. (1992). Professional attitudes: Group differences among vocational and special educators towards the employability of persons

with severe disabilities. Career Development for Exceptional Individuals, 15(1), 13-22.

Burton, L.F., Chavez, J.A., & Kokaska, C.J. (1987). Employability skills: a survey of employers' opinions. Journal of Rehabilitation, July / August / September, 71-74.

Chadsey-Rusch, J. (1992). Toward defining and measuring social skills in employment settings. American Journal on Mental Retardation, 96(4), 405-418.

Cohen, J.S. (1963). Employer attitudes toward hiring mentally retarded individuals. American Journal of Mental Deficiency, 67, 705-713.

Combs, I., & Omvig, C. (1986). Accommodation of disabled people into employment: Perceptions of employers. Journal of Rehabilitation, 52(2), 42-45.

Conley, R.W., Rusch, F.R., McCaughrin, W.B., & Tines, J. (1989). Benefits and costs of supported employment: An analysis of the Illinois Supported Employment Project. Journal of Applied Behavior Analysis, 22, 441-447.

Cooper, B. (1991). Employment potential of persons with mild intellectual impairments. Canadian Journal of Rehabilitation, 5(2), 81-92.

Duvdevany, I., Rimmerman, A., & Portowicz, D. (1995). International Journal of Rehabilitation Research, 18, 362-367.

Florian, V. (1981). Objective obstacles in hiring disabled persons - the employers' point of view. International Journal of Rehabilitation Research, 4(2), 167-174.

Ford, L., Dineen, J., & Hall, J. (1984). Is there life after placement. Education and Training of the Mentally Retarded, 19, 291-296.

Foss, G., & Peterson, S.L. (1981). Social-interpersonal skills relevant to job tenure for mentally retarded adults. Mental Retardation, 19, 103-106.

Fuqua, D.R., Rathbun, M., & Gade E.M. (1984). A comparison of employer attitudes toward the worker problems of eight types of disabled workers. Journal of Applied Rehabilitation Counseling, 15(1), 40-43.

Gibson, D., & Groeneweg, G. (1986). Employer receptivity to the developmentally handicapped: When "yes" means "no". Canada's Mental Health, 34(2), 12-16.

Goldberg, R.T., McLean, M.M., LaVigne, R., Fratolillo, J., & Sullivan, F.T. (1990). Transition of persons with developmental disability from extended sheltered employment to competitive employment. Mental Retardation, 38(5), 299-304.

Greenspan, S. (1981). Social competence of handicapped individuals: Implications of a proposed model. In B.K. Keogh

(Ed.), Advances in special education, (Vol.3). Greenwich: JAI Press.

Greenspan, S., & Shoultz, B. (1981). Why mentally retarded adults lose their jobs: social competence as a factor in work adjustment. Applied Research in Mental Retardation, 2, 23-38.

Greenwood, R., & Johnson, V.A. (1987). Employer perspectives on workers with disabilities. Journal of Rehabilitation, July/August/September, 37-45.

Harrison, B., & Tomes, A. (1990). Employers' attitudes to the employment of people with mental handicaps: an empirical study. Mental Handicap Research, 3(2), 196-213.

Hartlage, L.C. (1974). Factors affecting employer receptivity toward the mentally retarded. In Daniels, L.K. (Ed.). Vocational Rehabilitation of the Mentally Retarded. Springfield, Il:Thomas.

Hartlage, L.C., & Roland, P.E. (1971). Attitudes of employers toward different types of handicapped workers. The National Rehabilitation Counseling Association. Rehabilitation Counseling. (pp. 115-120). Durham, North Carolina: The Seeman Printery.

Hastings, R.P., & Remington, B. (1993). Connotations of labels for mental handicap and challenging behaviour: A

review and research evaluation. Mental Handicap Research, 6(3), 237-249.

Hill, M.L., Banks, P.D., Handrich, R.R., Wehman, P.H., Hill, J.W., & Shafer, M.S. (1987). Benefit-cost analysis of supported competitive employment for persons with mental retardation. In P. Wehman, J. Kregel, M.S. Shafer, & M. L. Hill (Eds.), Competitive employment for persons with mental retardation: From research to practice. (pp. 112-143).

Richmond: Virginia Commonwealth University: Rehabilitation Research and Training Center.

Hill, M., & Wehman, P. (1979). Employer and non-handicapped coworker perceptions of moderately and severely retarded workers. Journal of Contemporary Business, 8, 107-112.

Huang, W., & Rubin, S.E. (1997). Equal access to employment opportunities for people with mental retardation: An obligation of society. Journal of Rehabilitation, January, February, March, 27-31.

Inge, K.J., Banks, P.D., Wehman, P., Hill, J.W., & Shafer, M.S. (1988). Quality of life for individuals who are labeled mentally retarded: evaluating competitive employment versus sheltered workshop employment. Education and Training in Mental Retardation, June, 97-104.

Jamero, P.M. (1979). Handicapped individuals in the workplace. Journal of Contemporary Business, 8(4), 33-42.

Johnson, V.A., Greenwood, R., & Schriener, K.F. (1988). Work performance and work personality: Employer concerns about workers with disabilities. Rehabilitation Counseling Bulletin, 32(1), 50-57.

Knox, M., & Parmenter, T.R. (1993). Social networks and supported mechanisms for people with mild intellectual disability in competitive employment. International Journal of Rehabilitation Research, 16, 1-12.

Lakin, K.C., & Bruininks, R.H. (1985). Social Integration of Developmentally Disabled Persons. In K.C. Lakin & R.H. Bruininks (Eds.) Strategies for Achieving Community Integration of Developmentally Disabled Citizens. Maryland: Paul H. Brookes Publ.

Lam, C.S., Lustig, P., Chan, F., & Leahy, M. (1987). Rehabilitation client needs assessment from a position focal point. Vocational Evaluation and Work Adjustment Bulletin, Spring, 7-9.

Lee, T., & Rodda, M. (1994). Modification of attitudes toward people with disabilities. Canadian Journal of Rehabilitation, 7(4), 229-238.

Levy, J.M., Jones Jessop, D., Rimmerman, A., & Levy, P.H. (1991). Employment of persons with severe disabilities

in large businesses in the United States. International Journal of Rehabilitation Research, 14, 323-332.

Levy, J.M., Jones Jessop, D., Rimmerman, A., & Levy, P.H. (1992). Attitudes of fortune 500 corporate executives toward the employability of persons with severe disabilities: A national study. Mental Retardation, 30(2), 67-75.

Levy, J.M., Jessop, D.J., Rimmerman, A., Francis, F., & Levy, P.H. (1993). Determinants of attitudes of New York State employers towards the employment of persons with severe handicaps. Journal of Rehabilitation, 50(2), 67-75.

Levy, J.M., Jessop, D.J., Rimmerman, A., & Levy, P.H. (1995). Employers' attitudes towards persons disabilities: a comparison of national and New York State data. International Journal of Rehabilitation Research, 18, 103-114.

Mahoney, D.J. (1976). Factors affecting the success of the mentally retarded in employment. Australian Journal of Mental Retardation, 4(2), 38-51.

Martin, J.E., Rusch, F.R., Tines, J.J., Brulle, A.R., & White, D.M. (1985). Work attendance in competitive employment: Comparison between employees who are handicapped and those who are mentally retarded. Mental Retardation, 23(3), 142-147.

Martin, J.E., Rusch, F.R., Lagomarcino, T., & Chadsey-Rusch, J. (1986). Comparison between nonhandicapped and mentally retarded workers: Why they lose their jobs. Applied Research in Mental Retardation, 7, 467-474.

Matkin, R.E. (1983). Educating employers to hire disabled workers. Journal of Rehabilitation, July / August / September, 60-63.

McCarthy, H. (1988). Attitudes that affect employment opportunities for persons with disabilities. In H.E. Yunker's (ed.) Attitudes toward Persons with Disabilities. Springer Publishing Company, Inc.

Millington, M.J., Szymanski, E.M., & Hanley-Maxwell, C. (1994). Effect of the label of mental retardation on employer concerns and selection. Rehabilitation Counseling Bulletin, September 1994, 38(1), 27-43.

Mithaug, D.E. (1979). Negative employer attitudes toward hiring the handicapped: fact or fiction? Journal of Contemporary Business, 8(4), 19-26.

Mueller, H.H. (1988). Employers' reasons for terminating the employment of workers in entry-level jobs: implications for workers with mental disabilities. Canadian Journal of Rehabilitation, 1(4), 233-240.

Mueller, H.H., & Wilgosh, L. (1985). A survey of vocational and transitional training programs for the

mentally handicapped adults in Alberta. Alberta Psychology, 14(5), 15-20.

Mueller, H.H., Wilgosh, L., & Dennis, S. (1989). Employment survival skills for entry-level occupations. Canadian Journal of Rehabilitation, 2(4), 203-221.

Mueller, H.H., & Wilgosh, L. (1991). Employment survival skills: frequency and seriousness of skill deficit occurrences for job loss. Canadian Journal of Rehabilitation, 4(4), 213-228.

Nisbet, J., & Vincent, L. (1986). Differences in inappropriate behavior and instructional interactions in sheltered and nonsheltered work environments. Journal of the Association for Persons with Severe Handicaps, 11(1), 19-27.

Ontario Advisory Council for Disabled Persons (1990). Workable: Fulfilling the potential of people with disabilities. Toronto: Ontario Advisory Council for Disabled Persons.

Parmenter, T.R. (1993). International perspective of vocational options for people with mental retardation: The promise and the reality. Mental Retardation, 31(6), 359-367.

Phelps, W.R. (1965). Attitudes related to the employment of the mentally retarded. American Journal of Mental Deficiency, 69, 575-585.

Ruffner, R.H. (1981). Just where's the barrier? A new look at employer attitudes. Disabled USA, 4 (9-10), 3-6.

Rusch, F.R. (Ed). (1990). Supported Employment: Models, methods and issues. Sycamore, IL: Sycamore.

Salzberg, C., Agran, M., & Lignugaris/Kraft, B. (1986). Behaviors that contribute to entry-level employment: A profile of five jobs. Applied Research in Mental Retardation, 7(3), 299-314.

Satcher, J., & Dooley-Dickey, K. (1992). Attitudes of human-resource management students towards persons with disabilities. Rehabilitation Counseling Bulletin, 35, 248-252.

Schloss, P.J., & Soda, S.L., (1989). Employer attitudes concerning training time and on the job success for the mentally handicapped in low and high unemployment areas. Vocational Evaluation and Work Adjustment Bulletin, Winter, 1989, 129-132.

Schmelkin, L.P., & Berkell, D.E. (1989). Educators' attitudes toward the employability of persons with severe handicaps. Career Development for Exceptional Children, 12(1), 40-47.

Schuster, J.W. (1990). Sheltered workshops: Financial and philosophical liabilities. Mental Retardation, 38(4), 233-239.

Shafer, M.S., Hill, J., Seyfarth, J., & Wehman, P. (1987). Competitive employment and workers with mental retardation: analysis of employers' perceptions and experiences. American Journal of Mental Retardation, 92(3), 304-311.

Shafer, M.S., Banks, D.P., & Kregel, J. (1991). Employment retention and career movement among individuals with mental retardation working in supported employment. Mental Retardation, 29(2), 103-110.

Sitlington, P.L., & Easterday, J.R. (1992). An analysis of employer incentive rankings relative to the employment of persons with mental retardation. Education and Training in Mental Retardation, March, 75-80.

Smith, T.E.C. (1981). Employer concerns in hiring mentally retarded persons. Rehabilitation Counseling Bulletin, March, 316-318.

Stewart, D.M. (1977). Survey of community employer attitudes toward hiring the handicapped. Mental Retardation, 15(1), 30-31.

Tilson, G. Jr. (1996). Building relationships with employers by applying solid customer service principles. Journal of Vocational Rehabilitation, 6, 77-82.

Trach, J.S., & Rusch, F.R. (1989). Supported employment program evaluation: Evaluating degree of implementation and

selected outcomes. American Journal on Mental Retardation, 9(2), 134-140.

Tse, J.W. (1993). Employers' attitudes toward employing people with mental handicap. International Journal of Rehabilitation Research, 16, 72-76.

Tse, J. (1994). Employers' expectations and evaluation of the job performance of employees with intellectual disability. Australia and New Zealand Journal of Developmental Disabilities, 19(2), 139-147.

Wehman, P., & Pentecost, J.H. (1983). Facilitating employment for moderately and severely handicapped youth. Education & Treatment of Children, 6(1), 69-80.

Wehman, P., Hill, M., Hill, J.W., Brooke, V., Pendleton, P., & Britt, C. (1985). Competitive employment for persons with mental retardation: a follow-up six years later. Mental Retardation, 23(6), 274-281.

Wehman, P., & Kregel, J. (1990). Supported employment for persons with severe and profound mental retardation: A critical analysis. International Journal of Rehabilitation Research, 13, 93-107.

Wehmeyer, M.L., (1994). Employment status and perceptions of control of adults with cognitive and developmental disabilities. Research in Developmental Disabilities, 15(2), 119-131.

West, M., Revell, W.G., & Wehman, P. (1992). Achievements and challenges I: A five-year report on consumer and system outcomes from the supported employment initiative. Journal of the Association for Persons with Severe Handicaps, 17, 227-235.

Wilgosh, L.R., & Skaret, D. (1987). Employer attitudes toward hiring individuals with disabilities: a review of the recent literature. Canadian Journal of Rehabilitation, 1(2), 89-98.

Wilgosh, L., & Mueller, H.H. (1989). Brief Report. Employer attitudes toward hiring individuals with mental disabilities. Canadian Journal of Rehabilitation, 3(1), 43-47.

Wilgosh, L., & Mueller, H.H. (1989). Employer attitudes toward hiring individuals with mental disabilities. Canadian Journal of Rehabilitation, 3(1), 43-47.

Wilgosh, L. (1990). Organizational climate and workers with a mental disability. Canadian Journal of Rehabilitation, 4(1), 9-16.

Wolfe, H.E. (1961). The attitude of small industrial employers toward the hiring of former state mental patients. Journal of Clinical Psychology, 17, 90-92.

Wolfensberger, W. (1972). Normalization: The principle of normalization in human services. Toronto: National Institute on Mental Retardation.

Zadny, J.J. Employer reactions to job development. Rehabilitation Counselling Bulletin, November, 161-169.

APPENDIX A**CONSENT FORM**

This is a study to identify factors affecting employer receptivity toward the community based employment of persons with a developmental disability. As a participant in this research project, you will be asked to complete a single questionnaire and an individual interview.

My signature on this sheet indicates that I agree to participate in a study by Lori Ann Blessing, and it also indicates that I understand the following:

1. I am a volunteer and can withdraw at any time from the study.
2. There is no danger of physical or psychological harm.
3. The data I provide will be confidential.
4. Data obtained in this research project will be stored for seven years.
5. I will receive a summary of the project, upon request, following the completion of the project. This information can be obtained by contacting Lori Ann Blessing through the Lakehead University psychology department.

I have received explanations about the nature of the study, its purpose, and procedures.

Name of Participant

Signature of Participant

Date

APPENDIX B

Cover Letter

Dear Employer:

I am a graduate student enrolled in the clinical psychology Master's program at Lakehead University. I am writing to ask for your help in a survey which I am undertaking for my Masters Thesis. The purpose of this survey is to gain a better understanding of the factors which affect an employer's decision to hire a person with a developmental disability.

A person with a developmental disability is an individual who learns more slowly than others. While persons with a developmental disability are often able to perform many jobs satisfactorily, they often experience difficulty in gaining employment. This study will identify some of the factors which determine whether or not they are hired for employment. The information gained from this study will assist community organizations in Thunder Bay in finding employment for persons with a developmental disability.

Your participation will involve a brief interview followed by the completion of a questionnaire. The questions will address a variety of issues which may impact upon the decision to hire a person with a developmental disability.

Although your participation in this study would be greatly appreciated, it is completely voluntary. All information you provide will remain confidential. To ensure this, the only place your name will appear is on the consent form, which will be stored separately from the research data. The data obtained in this study will be stored for seven years. The findings of this project will be made available to you at your request upon the completion of the project.

Thank you for your time and consideration. I will be in contact within the next 2 weeks to answer any questions you may have about my proposed study and your possible participation in it. I look forward to having the opportunity to meet with you.

Sincerely,

Lori Ann Blessing
B.Sc., M.A. Candidate

APPENDIX C

Structured Interview

1. Please circle the category which best describes the general nature of your business.
 - A) commercial
 - B) manufacturing
 - C) public
 - D) retail
 - E) service
 - F) clerical
 - G) other (please specify) _____

2. What is the approximate number of employees working for your company in Thunder Bay?
 - A) 1-9
 - B) 10-24
 - C) 25-49
 - D) 50-99
 - E) over 100

3. Has your company previously employed any persons with a developmental disability?
 - A) no
 - B) not in the past 3 years
 - C) yes, one in the past 3 years
 - D) yes, more than 1 in the past 3 years
(please specify) _____
 - E) don't know

4. Has your company previously trained a person with a developmental disability in a supported work program?
 - A) no
 - B) not in the past 3 years
 - C) yes, one in the past 3 years
 - D) yes, more than 1 in the past 3 years
(please specify) _____
 - E) don't know

5. If yes to question 3 or 4, please comment on your company's past experience with persons with a developmental disability.

6. Have you had any personal contact involving a person with a developmental disability in the work environment?
 - A) no
 - B) yes, 1-2 interactions in total
 - C) yes, monthly interactions
 - D) yes, weekly interactions
 - E) yes, daily interactions

7. If yes to Question 6, please comment on *your* past experience with persons with a developmental disability.

8. Do you foresee any employment opportunities with your company within the next 3 years which may be suitable for a person with a developmental disability?
 - A) no
 - B) unlikely
 - C) some possibility
 - D) definite possibility
 - E) yes

9. Would your company be willing to receive job applications from persons with a developmental disability at the present time?
 - A) no
 - B) yes
 - C) other (please specify) _____

10. Please comment on your company's past or future employment of persons with a developmental disability.

11. Prior to hiring your present worker, were there any specific concerns you had about hiring this person?

12. Prior to hiring were there any benefits or incentives that you saw to hiring?

13. Given your experience with your current worker, are there any new barriers or incentives that you now see which would affect your decision to hire future employees with a developmental disability?

14. Do you have any advice or comments about easing the transition of the worker into the workplace?

APPENDIX D

Attitudes Toward the Employability of Persons with Severe Handicaps Scale

A **person with a developmental disability** is an individual who learns more slowly than others. This difficulty may be accompanied by deficits in work and/or social competencies. Section 1 of this questionnaire is an opportunity for you to express your beliefs and opinions regarding the appropriateness of employing persons with a developmental disability. **Competitive employment** refers to paid work in integrated settings. In competitive employment, people with developmental disabilities earn wages based upon the quality of their work, their productivity rates, and the prevailing minimum wages. Sheltered workshops are special facilities that employ only people with handicaps. Wages are generally very low with no set minimums.

A number of conflicting and opposing points of view are presented in the following items. You may find yourself agreeing strongly with some statements, disagreeing strongly with others, and agreeing or disagreeing less strongly with still others. Please respond to each statement as honestly and as accurately as you can.

Instructions. Using the following scale, respond to each statement below by circling the appropriate number.

- | | Strongly
Disagree | Disagree | Undecided | Agree | Strongly
Agree |
|----|---|----------|-----------|-------|-------------------|
| | 1 | 2 | 3 | 4 | 5 |
| 1. | In competitive worksites, people with a developmental disability can demonstrate appropriate social skills. | | | | |
| | 1 | 2 | 3 | 4 | 5 |
| 2. | With appropriate support services, people with a developmental disability can be dependable workers in the community. | | | | |
| | 1 | 2 | 3 | 4 | 5 |
| 3. | Sheltered workshops are more suitable for people with a developmental disability than is actual on-the-job-training. | | | | |
| | 1 | 2 | 3 | 4 | 5 |
| 4. | Competitive employment enables people with a developmental disability to lead relatively normal lives. | | | | |
| | 1 | 2 | 3 | 4 | 5 |

	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
	1	2	3	4	5
5. No amount of training can prepare people with a developmental disability for competitive employment.	1	2	3	4	5
6. Competitive employment settings improve the productivity of persons with a developmental disability.	1	2	3	4	5
7. Most parents of people with a developmental disability prefer that they be placed in sheltered workshops rather than in competitive employment settings.	1	2	3	4	5
8. Employers are generally resistant to hiring workers with a developmental disability.	1	2	3	4	5
9. Income earned from competitive employment can change the quality of life for people with a developmental disability.	1	2	3	4	5
10. The productivity of nonhandicapped co-workers decreases when they work with individuals with a developmental disability.	1	2	3	4	5
11. The natural job setting provides too many distractions that impede the vocational training process for people with a developmental disability.	1	2	3	4	5
12. Exposure to people with a developmental disability in job settings promotes positive attitudes on the part of nonhandicapped co-workers.	1	2	3	4	5
13. People with a developmental disability present the employer with absence and punctuality problems in the workplace.	1	2	3	4	5
14. People with a developmental disability can be trained for competitive employment.	1	2	3	4	5

	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
	1	2	3	4	5
15. On-the-job training at community-based work sites is effective for people with a developmental disability.	1	2	3	4	5
16. Nonhandicapped co-workers are not likely to interact with workers with a developmental disability.	1	2	3	4	5
17. Mistreatment and abuse of people with a developmental disability by co-workers are frequent occurrences.	1	2	3	4	5
18. Frustration experienced by people with a developmental disability at real work sites is greater than that experienced in sheltered workshops.	1	2	3	4	5
19. It is possible for people with a developmental disability to receive appropriate job training in the community.	1	2	3	4	5
20. Competitive employment for people with a developmental disability takes jobs away from nonhandicapped workers.	1	2	3	4	5
21. Productivity rates of workers with a developmental disability can be as high as those workers who are not handicapped.	1	2	3	4	5

APPENDIX E

Hiring Factors

Section 1

Different people have different views on how hiring a person with a developmental disability might affect their workplace. Please indicate, by circling the appropriate number, the extent to which you agree or disagree that hiring a person with a developmental disability would affect your company in each of the ways described below.

I believe that hiring a person with a developmental disability at my company might:

Impact	Strongly Disagree 1	Disagree 2	Undecided 3	Agree 4	Strongly Agree 5
Create fewer jobs for persons without disabilities at my company	1	2	3	4	5
Create more positive attitudes toward persons with disabilities in co-workers	1	2	3	4	5
Help the public image of my company	1	2	3	4	5
Increase insurance rates of my company	1	2	3	4	5
Increase the risk of accidents at my company	1	2	3	4	5
Save money for my company	1	2	3	4	5
Will not affect my company in any noticeable way	1	2	3	4	5

Section 2.

Listed below are a number of worker characteristics. These include both skills and abilities as well as problems in work performance and skills.

Instructions: Please indicate, by circling the appropriate number, the extent to which each of the worker characteristics listed below would affect your decision to hire or not to hire a person with a developmental disability. **For example,** if a particular characteristic is important to your worksite and would encourage you to hire an individual, rate it as a 4 or 5. A 5 would be given if the characteristic would strongly encourage you to hire an individual with this quality. However, this characteristic would be rated a 4 if it had only a moderate effect on your decision. If a worker characteristic seemed to be one that you would not want in a new employee and would encourage you to screen out or not hire a worker, rate it as a 1 or 2. If a characteristic described below is not an important one for employees to have at your worksite and therefore, will have little effect on your decision to hire, rate it as a 3.

	Strongly Affect Decision Not to Hire 1	Moderately Affect Decision Not To Hire 2	No Effect On Decision To Hire 3	Moderately Affect Decision To Hire 4	Strongly Affect Decision To Hire 5
Applicant Attribute					
1. Asks appropriate questions of all types in the work environment	1	2	3	4	5
2. Asks inappropriate questions of all types in the work environment	1	2	3	4	5
3. Capable of handling only a fixed work schedule	1	2	3	4	5
4. Co-operativeness	1	2	3	4	5
5. Difficulty controlling emotions	1	2	3	4	5
6. Difficulty following instructions	1	2	3	4	5
7. Difficulty getting along with other employees	1	2	3	4	5

	Strongly Affect Decision Not to Hire 1	Moderately Affect Decision Not To Hire 2	No Effect On Decision To Hire 3	Moderately Affect Decision To Hire 4	Strongly Affect Decision To Hire 5
8. Difficulty handling criticism without emotional upset	1	2	3	4	5
9. Difficulty in cooperating with others	1	2	3	4	5
10. Difficulty staying on assigned tasks	1	2	3	4	5
11. Disrespects authority	1	2	3	4	5
12. Engages in appropriate social conversation	1	2	3	4	5
13. Engages in safe work behaviour	1	2	3	4	5
14. Follows instructions	1	2	3	4	5
15. Good ability to control emotions	1	2	3	4	5
16. Good ability to fill less desirable jobs	1	2	3	4	5
17. Good ability to receive criticism without emotional upset	1	2	3	4	5
18. Good ability to perform in a restricted range of job tasks	1	2	3	4	5
19. Good ability to adapt to different jobs	1	2	3	4	5
20. Good ability to adapt to varying work schedules	1	2	3	4	5
21. Good communication skills	1	2	3	4	5

	Strongly Affect Decision Not to Hire 1	Moderately Affect Decision Not To Hire 2	No Effect On Decision To Hire 3	Moderately Affect Decision To Hire 4	Strongly Affect Decision To Hire 5
22. Good work attendance	1	2	3	4	5
23. Gets along with other employees	1	2	3	4	5
24. High quality of work	1	2	3	4	5
25. Irresponsibility	1	2	3	4	5
26. Little time required to learn new tasks	1	2	3	4	5
27. Physical intolerance of job demands	1	2	3	4	5
28. Poor communication skills	1	2	3	4	5
29. Poor safety behaviour	1	2	3	4	5
30. Poor work attendance	1	2	3	4	5
31. Productivity comparable to that of an average worker	1	2	3	4	5
32. Productivity inferior to that of an average worker	1	2	3	4	5
33. Punctuality	1	2	3	4	5
34. Quality of work comparable to the average worker	1	2	3	4	5
35. Quality of work inferior to the average worker	1	2	3	4	5
36. Reliability	1	2	3	4	5

	Strongly Affect Decision Not to Hire 1	Moderately Affect Decision Not To Hire 2	No Effect On Decision To Hire 3	Moderately Affect Decision To Hire 4	Strongly Affect Decision To Hire 5
37. Requires little supervision	1	2	3	4	5
33. Requires more supervision than the average worker	1	2	3	4	5
39. Requires much time to learn new tasks	1	2	3	4	5
40. Respect for authority	1	2	3	4	5
41. Responsibility	1	2	3	4	5
42. Social immaturity	1	2	3	4	5
43. Social maturity	1	2	3	4	5
44. Talks in inappropriate or excessive ways	1	2	3	4	5
45. Tardiness	1	2	3	4	5
46. Unreliability	1	2	3	4	5
47. Willingness to stay on assigned tasks	1	2	3	4	5
48. Work speed comparable to the average worker	1	2	3	4	5
49. Work speed slower than the average worker	1	2	3	4	5

Please comment on any applicant attributes that would impact your decision to hire or not to hire a worker with a developmental disability which were not mentioned in the list above.

Section 3.

Please rate the extent to which each of the worksite factors listed below would affect your decision to hire a person with a developmental disability. Please evaluate the importance of these factors on your decision to hire based on how they affect your company at the present time. If a factor does not apply to your worksite at the present time, please rate it as a 3: No Effect on Decision To Hire. The same scale and instructions are used as in Section 3.

	Strongly Affect Decision Not to Hire 1	Moderately Affect Decision Not To Hire 2	No Effect On Decision To Hire 3	Moderately Affect Decision To Hire 4	Strongly Affect Decision To Hire 5
Worksite Factors					
1. Cost of job accommodations to your workplace that may result from hiring a person with a developmental disability	1	2	3	4	5
2. Current availability of a person employed at your company to help in training a person with a developmental disability.	1	2	3	4	5
3. Current availability of applicants without disabilities for job openings with your company.	1	2	3	4	5
4. Current availability of low skill jobs at your company	1	2	3	4	5
5. Customer/client opinions of having a person with a developmental disability working at your workplace	1	2	3	4	5
6. Dangerous machinery at your worksite	1	2	3	4	5
7. Economic prosperity of your company	1	2	3	4	5
8. Existing sources of job applicants for openings in your company	1	2	3	4	5
9. Number of disabled persons already working or being trained at your worksite	1	2	3	4	5

	Strongly Affect Decision Not to Hire 1	Moderately Affect Decision Not To Hire 2	No Effect On Decision To Hire 3	Moderately Affect Decision To Hire 4	Strongly Affect Decision To Hire 5
10. Opinions of other workers about having to work with a person with a developmental disability.	1	2	3	4	5
11. Personal belief concerning the rights of persons with a developmental disability to work in the community.	1	2	3	4	5
12. Personal preference for people who find own jobs	1	2	3	4	5
13. Policies for hiring at your company	1	2	3	4	5
14. Policies for firing at your company	1	2	3	4	5
15. Union Policies at your company	1	2	3	4	5
16. Your company's previous experience hiring a person with a developmental disability	1	2	3	4	5

Please comment on any worksite factors that would impact your decision to hire or not to hire a worker with a developmental disability which were not mentioned in the list above.

Section 4.

When attempting to find employment, persons with a developmental disability may seek the help of social service organizations. These agencies and their support workers often serve as the link between employers and potential workers with a developmental disability. Listed below are a number of factors that relate to the services offered by community agencies in finding employment for workers with a developmental disability. Using the following scale, please rate the extent to which each factor described below would affect your decision to hire or not to hire a worker with a developmental disability.

Strongly Affect Decision Not to Hire 1	Moderately Affect Decision Not To Hire 2	No Effect On Decision To Hire 3	Moderately Affect Decision To Hire 4	Strongly Affect Decision To Hire 5
---	---	--	---	---

Social support systems

- | | | | | | |
|---|---|---|---|---|---|
| 1. Availability of support services offered by the referral agency | 1 | 2 | 3 | 4 | 5 |
| 2. Being contacted by a worker with a developmental disability directly without the assistance of a social service organization. | 1 | 2 | 3 | 4 | 5 |
| 3. Being contacted by a social service agency acting on the behalf of a worker with a developmental disability. | 1 | 2 | 3 | 4 | 5 |
| 4. Communication with referring agency and support worker | 1 | 2 | 3 | 4 | 5 |
| 5. Degree to which the supported employment program of the referring agency is clearly explained. | 1 | 2 | 3 | 4 | 5 |
| 6. Disability awareness training workshops and seminars offered by the referring social service agency. | 1 | 2 | 3 | 4 | 5 |
| 7. Ease of ending a contract if a trial run with a worker with a developmental disability does not work out for your company at the present time. | 1 | 2 | 3 | 4 | 5 |

	Strongly Affect Decision Not to Hire 1	Moderately Affect Decision Not To Hire 2	No Effect On Decision To Hire 3	Moderately Affect Decision To Hire 4	Strongly Affect Decision To Hire 5
8. Honesty and sincerity of support worker of referring agency	1	2	3	4	5
9. Nonintrusiveness of the support worker in the work environment	1	2	3	4	5
10. Opportunity to sample the skills of a worker in an unpaid environment	1	2	3	4	5
11. Promise of frequent contact between co-workers and the community support worker	1	2	3	4	5
12. Promise of frequent contact between you and the community support worker	1	2	3	4	5
13. Provision of information about the skills and deficits of the worker by referring agency prior to hiring	1	2	3	4	5
14. Recommendations made by the referring agency which match your company's needs with the skills and abilities of the worker.	1	2	3	4	5
15. Referral of persons who are job ready by community agencies	1	2	3	4	5
16. Relationship and coordination with referring agencies	1	2	3	4	5
17. Support person provided by the referral agency to help with onsite training of worker with a developmental disability	1	2	3	4	5

Please comment on any external factors that would impact your decision to hire or not hire a worker with a developmental disability which were not mentioned in the list above.

Section 5.

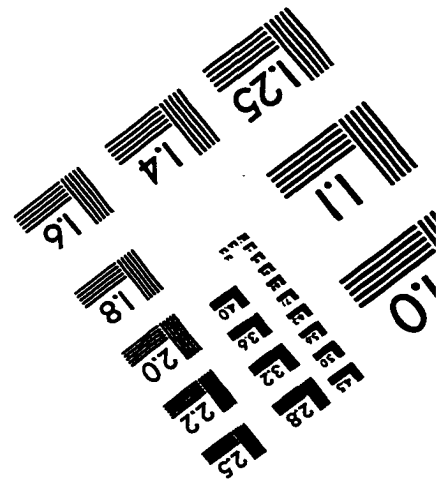
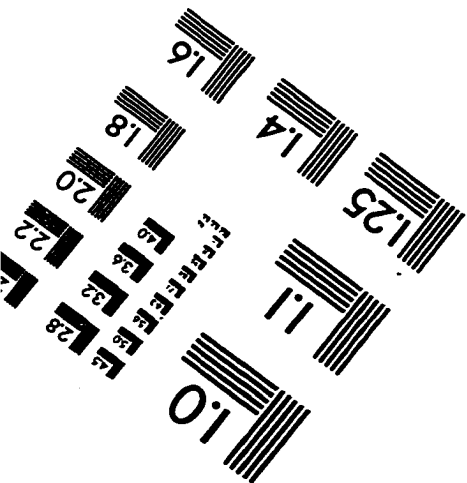
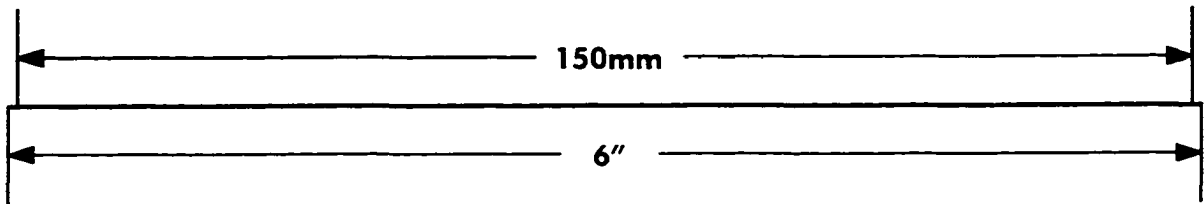
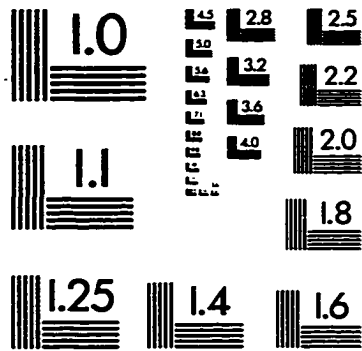
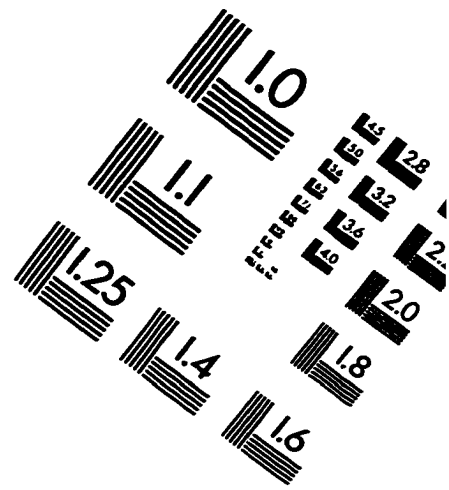
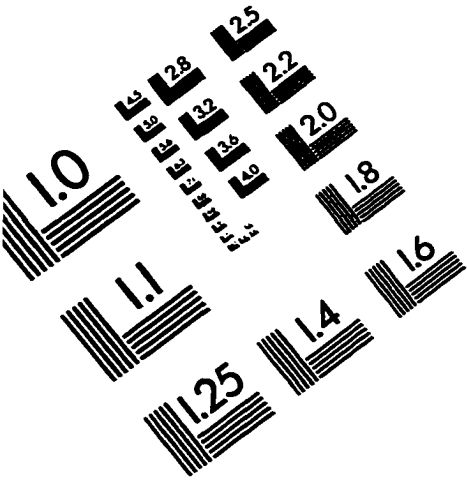
1. Please list the 5 factors which would most encourage you to hire a person with a developmental disability.

2. Please list the 5 factors which would most influence your decision NOT to hire from this population.

3. Please list any external resources or supports that you feel would be necessary to enable your company to hire a person with a developmental disability.

4. Do you have any further comments pertaining to this study?

IMAGE EVALUATION TEST TARGET (QA-3)



APPLIED IMAGE, Inc
1653 East Main Street
Rochester, NY 14609 USA
Phone: 716/482-0300
Fax: 716/288-5989

© 1993, Applied Image, Inc., All Rights Reserved