

The background of the slide is composed of three vertical panels. The left and right panels feature a textured, painterly pattern in shades of orange and gold, created with overlapping brushstrokes. The central panel is a solid, deep blue color, also featuring a similar painterly texture with lighter blue brushstrokes. The word "Recruitment" is written across the top of the blue panel in a white, elegant serif font.

Recruitment

Shouldering its responsibilities

GRAM A/S, Jutland, manufactures refrigerator parts and now has 20 full-time disabled employees among its workforce. This Danish company is especially concerned about the occupational integration of people with disabilities.

Contact

GRAM A/S

Michael Jacobsen
 Rosenørns Allé 12
 DK-1634 Copenhagen V
 Tel. (45-35) 24 60 00
 Fax (45-35) 24 63 00

In 1995 GRAM A/S received a special prize from the Danish Fund for Disabled People for its work on integration. This plant manufactures machinery and equipment for the food industry and most of its output is exported; its staff of 1 500 includes 20 disabled employees. They were recruited without any special formalities under open-ended contracts and are fully integrated in the production teams. At the outset the company received no public subsidies towards their wages.

GRAM is one of the most dynamic centres of economic activity in the Jutland region. Some 75 % of the employees

come from the town of Vojens and surrounding villages. The firm's managing director explains that the company looks to its role in society and has responsibilities and duties vis-à-vis the local community; that is why it attaches importance to disabled employees.

GRAM A/S wants to pursue this recruitment policy and has recently signed an agreement with the local authorities: it will henceforth receive grants when it recruits disabled people. The new employees will receive three months' training and will then be offered an open-ended employment contract.

The Danish company is mindful of the working lives of its disabled employees and offers them personalised employment contracts adapted to the individual. The arrangements allow disabled people

to take up work gradually or return to their jobs after prolonged absence. If difficulties arise, the company (on medical advice) will assign the disabled employee lighter work where appropriate. Such changes may, for example, entail part-time employment contracts.

In conjunction with the trade unions and disabled people's associations, GRAM is also taking steps to raise awareness among other companies. Meetings where discussions are held on the concepts of acceptance and tolerance aim to encourage the recruitment of people with disabilities.

Half-and-half

Thanks to government grants, a Danish IT company has begun integrating disabled employees. The recruitment of the first two caused no problem at all.

Migratronics designs and manufactures IT and electronic equipment for industry. The firm exports 65 % of its output and employs 350 people.

This Danish company recently introduced, in partnership with the trade unions, a policy for the recruitment and occupational integration of disabled people; it receives government subsidies, half the wages of the employees with 50 % disability being paid by the State. Under this policy disabled people are integrated into the normal working

environment. They are afforded the same rights as all other employees and are entitled to training under the same conditions.

To maintain high skills, Migratronics has introduced continuing training. Both able-bodied and disabled workers are invited to attend courses in specialised centres outside the company. During retraining they are replaced by other persons working under fixed-term contracts.

Contact

Migratronics

Michael Jacobsen
Rosenørns Allé 12
DK-1634 Copenhagen V
Tel. (45-35) 24 60 00
Fax (45-35) 24 63 00

Helping each other

Some 2 500 employees of Leipziger Verkehrsbetriebe – a German public transport undertaking providing bus and tram services – agreed to cut their working times and earnings so that five disabled wheelchair users could be recruited. A gesture of solidarity by the workforce: wages for five newcomers.

Contact

Leipziger Verkehrsbetriebe

Dr Ralf Resch

Karl-Liebknecht-Strasse 12

D-04107 Leipzig

Tel. (49-34) 14 92

Fax (49-34) 1492 18 08

Bringing forward its policy on the integration of disabled employees (some 80 persons at present), Leipziger Verkehrsbetriebe decided to recruit five wheelchair users under a company agreement.

In 1996 the managers of this public transport company and the trade union organisations signed an agreement which speaks for itself: 'Rules on solidarity aimed at reducing working time and assuring employment'. In approving the new 38-hour working week, the employees of Leipziger Verkehrsbetriebe helped to create five new jobs (30 hours a week) for people with disabilities.

The entire workforce (entire is the operative word) agreed to this cut in working time and wages. With the assistance of the *Bündnis für Arbeit* (employment office placement service) and the Hauptfürsorgestelle (main social assistance office), the company recruited three men and two women who were assigned to different departments (secretariats, accounting, computing, customer service).

A few practical changes had to be made to assure optimum conditions for the disabled employees. Alterations were made to the buildings to make them more accessible: new automatic doors, adaptations to the cloakrooms, suitable parking spaces.

The *Bündnis für Arbeit* funded 90 % of the work through public subsidies, while Leipziger Verkehrsbetriebe paid for the remaining 10 %. Working conditions overall were changed for the better so all the staff benefited.

A future in IT

Having created jobs for eight blind people, SAP (a German software company) launched a further initiative, 'Vision'. The aim was to support the efforts made by disabled people to find work, turn to account in their working lives their intellectual and practical talents, and confer social status.

Job satisfaction and full integration: that is the aim of SAP, a software company employing 6 000 people in Germany.

There are two sides to this measure which was implemented in partnership with the trade unions: firstly, to recruit and integrate into the workforce the disabled employees for whom the eight jobs were created. Special Braille equipment was used to train the disabled recruits in Windows and the company's own particular system. The training was funded by the Employment Department, organisations for the disabled and the company itself.

The second step was to improve the skills of the blind and partially-sighted employees, boost their role and position in the world of work, help them get used to the latest technical equipment and lastly, support development projects. The 'Stevie Wonder Prize' was introduced to encourage attainment of these aims.

Funded by SAP and US sponsors, awards can be won for each of the following categories:

outstanding products are products which can help disabled people to learn computer work;

vision pioneers are people who have made the world of technology accessible to the blind by means of inventions or technical developments;

role model organisations are bodies which have devised creative and effective measures to integrate blind and partially-sighted people into the world of work.

The winners are awarded ECU 215 000 towards another project for disabled people.

Not only have these activities given SAP a positive image, they have made employees aware of the problems of integrating disabled people into the world of work. Prejudices have given way to tolerance, understanding and openness

towards visually-disabled colleagues, while the latter have benefited from in-depth training in a stress-free and friendly environment. They have a greater chance of finding work on completion of their traineeship, social status and the satisfaction of earning their living.

SAP intends to pursue and develop this scheme in forthcoming years, increasing the number of visually disabled people employed by the company.

Contact

SAP

Mr Winfried Kaeller

Marketing Deutschland

Postfach 1461

D-69185 Walldorf

Tel. (49 -622) 774 83 61

Fax:(49 -622) 775 83 61



'At SAP, my qualifications are important, not my disability. I am not a token disabled employee, nor a special case. I am not proving a point. I am an expert in my field and my job profile calls for specialised qualifications. It is also important to me that my job was not created to provide me with occupational therapy.'

'My job gives me great satisfaction and proves that being recruited for one's skills is the best way of integrating people with disabilities into normal working life. All the problems arising at the workplace between employees with or without disabilities are discussed openly and all parties help in solving them.'

'If I could make a wish for the future, I would like the normality and frank relations established here at work between disabled and able-bodied people to find their way into other companies. SAP's example should be followed: that is more companies should take on people with disabilities voluntarily, not to meet a fixed quota, but because in recruiting a disabled person, they have found the person best qualified for the vacant post.'

Dr Matthias Kaiser
SAP employee

The fruits of genuine cooperation

Disabled university graduates still have great difficulty in getting jobs as research workers. The Paul-Ehrlich Institute gives such people the opportunity to carry out their work in 'partnership tandems': a scheme with a promising future.

The Paul-Ehrlich Institute specialises in bacteriology, virology, parasitology, immunology, veterinary medicine, allergology, haematology and biotechnology. Its staff of 550 includes 38 disabled people. This Federal Institute has introduced 'partnership tandems': bringing together able-bodied and disabled research workers in scientific cooperation on the same projects.

The pilot scheme was launched in 1996 with the help of various partners, including the Labour Office, an association specialising in the integration of disabled people and trade union organisations. The disabled people were initially recruited as trainees and followed in-depth scientific training for three years. All the disabled people now employed by the Institute are on open-ended contracts.

A multi-faceted approach ensured the success of these new-style partnerships.

The human resources director of the Paul-Ehrlich Institute is responsible for the successful integration of the disabled people who work in different research departments. They are represented by a specially-appointed delegate who provides assistance. The Institute paid for the adaptations made to buildings and laboratories and for the purchase of equipment suitable for staff with disabilities; it received grants from the Labour Office and from a disabled people's organisation.

The human dimension of the scheme has been noteworthy. Although a few difficulties were encountered in the start-up stage, they were overcome through round-table discussions and a climate of genuine solidarity and mutual respect rapidly developed. The disabled people were integrated without any discrimination into the routine work. They earn the same as their colleagues and their pensions will be no different. Like all

researchers, the results of their work will be published in scientific journals.

Motivated by the outcome of the scheme, the Paul-Ehrlich Institute has decided to take it forward. Having been acclaimed in political circles and by the public at large, the scheme's success should encourage the introduction of similar partnerships. The Institute's management believes they could be introduced in other research centres.



Contact

Paul-Ehrlich Institut

Mr Posselt

Paul-Ehrlich Institut
Paul-Ehrlich-Strasse 51-59
D-63225 Langen
Tel. (49-6103) 77 0
Fax (49-6103) 77 12 34

Where training and promotion coincide

The Banques Populaires Group employs 544 disabled workers. Promoting the professional interests of disabled employees is an important aspect of the Group's corporate culture, and principally takes the form of helping disabled employees to adapt to new technologies.

Contact

Banque Populaire Val de France

J.-P.Labbé

Avenue de Milan 2

BP 1803

F-37018 Tours Cedex 1

Tel. (33-2) 47 80 80 80

Fax (33-2) 47 28 56 50

The inter-union agreement on the employment of disabled persons signed by the Banques Populaires Group (GBP) in July 1992 was renewed in 1995. The general principles governing the place of disabled workers within the GBP were set out in a sectoral agreement approved by the public authorities. This agreement provides for a guaranteed percentage of disabled people on the staff, their recruitment on open-ended contracts, encouragement of staff awareness with regard to disabled colleagues, adaptation of work premises and workstations, training and placements, adaptation to technological change and retraining opportunities.

Priority training has been arranged for disabled employees having to cope with technological innovation. In Troyes, for example, two people have received 32 hours' training in the use of new software.

The results are encouraging. Thirty-five establishments within the Banques Populaires Group have maintained their percentage of disabled employees. In 1996, 17 of them signed an open-ended contract and 38 a temporary contract for 19 weeks. Thirty-five disabled people completed a one-month placement in establishments within the group. The same year, 12 awareness meetings were held involving 127 staff representatives, including members of works councils, health, safety and working conditions committees, works doctors and social welfare workers.

Integration of disabled workers has been completely unproblematic. The various measures described were funded by the Group with financial support from the *Association de Gestion du Fonds pour l'Insertion Professionnelle des Personnes Handicapées* (AGEFIPH) (Association for Occupational Integration of the Disabled).

A good example of the kind of promotion concerned is the case of a partially-sighted employee working as a switch-board operator (since 1975) in the 'Val de France' branch. When the bank set up a new teleconsultancy service, he felt attracted to this kind of work and applied for a post in the new service on the strength of his professional experience. He then followed a two-month commercial training course at one of the Group's branches. As a result, he was able to get the job he wanted, which was both a step forward in his career and an opportunity to use his personal skills.

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'I have been a staff representative for four years and am on the Training Committee. I am at the bank to help move things along. It's up to disabled people themselves to make their needs known, get things moving, take the initiative. What I'm looking for in my work is independence; I organise myself and my time and set myself objectives.

I don't mention my disability to clients. One day, one of them found out about it and his reaction was not negative. If there is to be some kind of awareness programme, I think it should be directed at the clients.'

”
Philippe Frelon

Partially-sighted teleconsultant

Banque Populaire Val de France

Now boarding

Air France has been promoting a policy for the recruitment and integration of disabled people since 1991. Different types of measures have been used: training, creation of new jobs and subcontracting to sheltered workshops.

Contact

Air France

Sylvie Ricbet

Rue de Paris 45

F-95747 Roissy CDG Cedex

Tel. (33-1) 41 56 71 35

Fax (33-1) 41 56 86 19

Some 972 of Air France's 45 408 employees have a disability. Twelve of them joined the company in 1997 to fill posts in the administrative and technical departments and in sales. In seven years the recruitment rate for disabled employees has gone up from 2.8 to 4.2 % and efforts are being stepped up.

In cooperation with its specialists (social workers, occupational physicians and ergonomists) and in partnership with the trade unions and human resource departments, Air France has been pursuing this policy since 1991. It is based on a tripartite agreement between the management, the social partners and DDTEFP (Direction départementale du travail, de l'emploi et de la formation professionnelle).

The terms and conditions of employment on recruitment are the same for all appli-

cants. Air France recruits people for their skills above all else. Adaptation of work stations helps to integrate the disabled people. Ergonomic studies are carried out on a case-by-case basis to ensure that they meet fully the needs of the employee and his department. The expenses incurred by the adjustments come within the scope of the Air France company agreement approved by the public authorities.

A team has been set up under the company agreement to deal with the integration of people with disabilities (recruitment, job retention, access to premises, adaptation of workstations, skills assessment, retraining, and so on); its members work in cooperation with industrial medicine specialists, ergonomists and social workers. To the same end the company also prefers to subcontract certain types

of work to sheltered workshops where quality standards can be assured.

Air France also conducts a wide-ranging information and awareness-raising policy on the participation and work of people with disabilities within the company. It distributes CD-ROMs to staff and organises awareness-raising training. The airline company has a genuine desire to integrate disabled people into employment, not just to comply with the letter of an agreement.

Showing the way at Disney

Disneyland near Paris embraces some 50 nationalities, around 800 different trades, 10 000 employees and almost 200 members of staff with physical or mental disabilities. A theme park whose management thinks in terms of skills for its employment policies irrespective of whether the people are able-bodied or not. A theme park where many regain self-confidence through their work and through meeting people.

With the support of the management of the *mission-handicapé*, a management/workforce agreement has been concluded at Disneyland Paris which defines the policy to be pursued to integrate people with disabilities. A number of objectives are to be achieved: 4 % of the workforce to be people with disabilities by the end of 1998; cooperation with the sheltered sector to be developed, the rehabilitation of the victims of industrial disease or industrial accidents to be improved.

Disneyland Paris' principle is that before a disabled worker is taken on, the reluctance of the workforce and management needs to be overcome and that dialogue is often the most effective way to prepare the ground. Emphasis is placed on the disabled worker's skills and not on his disability. The worker's integration is prepared two to three months in advance of their recruitment.

People with a mental disability work in the hotels and restaurants located on-site: their services are so appreciated that the hotel managers are quite willing to take on more. For recruitment, Disneyland Paris works closely with ANPE (*Association Nationale Pour l'Emploi* — National Employment Agency). This body collates all the job applications submitted by people with disabilities via the various disabled people's associations and puts forward candidates who fit the required profile. A computer system allows the ANPE to monitor the development of every disabled person it places and to evaluate their performance overall.

Punctuality, a neat appearance plus a respect for one's work and colleagues are also qualities which people with disabilities develop in the course of their work. The spirit of solidarity is an integral part of Disneyland Paris' corporate culture and it has grown. The teams of able-bodied workers are all actively involved in welcoming the people with disabilities, who see themselves as full-time workers in this universe of entertainment.

Contact Disneyland Paris

Chantal Manoy
BP 100
F-77777 Chessy - Marne la
Vallée
Cedex 4
Tel. (33-1) 64 74 42 93
Fax (33-1) 64 74 47 47

Applications encouraged

Believing in disabled people's capacity for work, encouraging job applications through positive action programmes and work experience, providing special services and assistance to customers with disabilities: these are the aims of the social policy conducted by Aer Rianta, an Irish airline company.



Contact

Aer Rianta

Ann Dinnigarn

Castlemoat House

Dublin Airport

Ireland

Tel. (353-1) 814 11 11

Fax (353-1) 814 46 09

Aer Rianta encourages employment of people with disabilities in all its departments. This private Irish airline has 1 200 employees, 2.6 % of whom have a disability. With the help of the social partners it has developed a special programme, taking action on a number of fronts: employment, customer services and awareness-raising.

Aer Rianta organises different kinds of training (on-the-job training, work experience) including a special programme for people with learning difficulties (open-road-learning programme). To make its staff familiar with disability and improve relations between able-bodied and disabled employees, an awareness training programme is directed at the entire workforce (meetings, discussions, reviewing videos) and this has helped to establish an extremely good working atmosphere. The members of the various teams — including all age ranges — are particularly open-minded in their approach towards disabled colleagues.

Adjustments for disabled people (wider parking spaces, easy access for wheelchairs and special toilets) have been made at Dublin airport, both for staff and customers. All the alterations (lifts, Braille notices, more accessible public telephones) were funded by the airline company and the National Rehabilitation Board. Set up in 1967, the NRB is responsible for the employment of disabled people, occupational rehabilitation and training programmes. Aer Rianta has received NRB's Positive to Disability Award in recognition of its policy on the integration of people with disabilities.

Recruiting ability

A food manufacturer, established in Dundalk in 1993, has developed a special recruitment and training policy for people with disabilities. In 1996 H. J. Heinz Company Limited received an award from the National Rehabilitation Board in recognition of its work on integration.

Right from the outset, recruiting people with disabilities was one of the priorities of Heinz, a food manufacturer established in Ireland. At present 16 of its 400 staff are registered as disabled.

The recruitment of people with disabilities has proven to be a very positive experience for Heinz and the company encourages disabled people to apply for positions within the company. Recruitment procedures under its social policy are reviewed by the National Rehabilitation Board which comprises representatives of the government and both sides of industry. Heinz is known for its responsiveness and is often contacted by disabled candidates directly.

The person's skills are the main criterion. Staff interviewing candidates are briefed fully on disabilities and focus on the person's ability: the candidate's knowledge, skill and ability necessary to do the job.

The company sometimes organises additional training for certain disabled employees. Job coaches are on hand and provide support in all stages of integration.

Heinz recognises that people with disabilities may encounter difficulties in adapting to a new workforce. That is why the company pays particular attention when placing staff with disabilities into its different departments.

The people with disabilities are integrated into a sensitive and supportive team environment. All employees welcome new members to their teams.

Contact

**H. J. Heinz
Company Limited**

Ms Rattigan

Finnabair Industrial Park

Dundalk

Louth

Ireland

Tel. (353-42) 852 00

Fax (353-42) 852 93

No longer feeling excluded from working life

Twelve severely disabled persons work for a computer company specialising in software for the banking sector. Caridata recruits, trains and integrates disabled workers in traditional jobs — an action viewed as positive by all the staff.

Contact

Caridata

Via Pirelli 16B

I-20124 Milan

Tel. (39-02) 67 50 81

Fax (39-02) 66 98 55 94

The action undertaken by Caridata is based on a Lombardy regional law, which allowed a joint initiative between the company and the social partners by way of a derogation from the national regulations. In cooperation with the trade unions and employers' organisations, and with support from the vocational schools for disabled young people, the computer company has opted to go further in its policy of recruiting disabled staff. At present, 14 of the 260 employees are disabled. Caridata's aim is to offer a job in computer programming to persons with visual, hearing and physical problems.

In its recruitment procedure, the Italian firm contacts three organisations for disabled persons, in particular: Istituto Don Gnocchi, ASPHI and Ente Nazionale Sordomuti; they cover the main types of

disability and provide data on applicants who fit the required profile. The general condition is to have a good level of schooling. The company gives them in-house training, where they also follow further and practical training courses designed for all the staff. A mentor takes them through this learning process.

The disabled employees are treated without discrimination. They have a job which gives them responsibilities and a degree of independence. It should be noted that no awareness-raising was needed among the able-bodied workers, who took part voluntarily in the integration of the disabled persons.

Caridata has acquired a number of specific working tools (adapted telephones, for example) and some changes have been made in order to facilitate access to the premises for disabled workers and visitors.



'After graduating in computer studies in 1992, I have been working for Caridata since July 1997 as a programmer (Basic, Access, Adelphi and Cobol). I have been able to increase my knowledge of computers and I have struck up new friendships, which have enabled me to widen my social relations.

At Caridata, I have been able to follow training courses and have received direct assistance in my work. The company offers opportunities for professional advancement by giving the employees responsibilities in the tasks entrusted to them. As far as possible, the views of the disabled staff are given due consideration.'

Roberto Sapuppo (tetraplegic)
Caridata employee

'After being taken on in 1995 as a junior programmer on Mainframe, I subsequently became a technical analyst on Mainframe and PC. My work is very gratifying and gives me economic and personal independence. The human relations are excellent, both with my colleagues and with the management. Since I have been doing this work, I feel that I have been given more respect and consideration from those around me. And I have gained self-assurance with regard to different persons and situations.'

Domenico Capozzolo (partially-sighted)
Caridata employee



Eighty new telecommunicators

Telecom Italia Mobile (TIM), in partnership with the three main Italian trade unions, has signed a two year renewable agreement; its purpose is to integrate disabled people in different worksites within the company.

For some years now, TIM, an Italian telecommunications company, has been demonstrating its willingness to integrate people with disabilities into its services. Under Law 104 of 5 February 1992, employers are required to take steps to promote the occupational integration of disabled employees. All firms must comply with a recruitment quota and make appropriate ergonomic arrangements. Regional, provincial and local organisations support a number of training and occupational integration projects, award grants for study and set up traineeships in companies.

When recruiting, TIM contacted SIL (*Servizio Inserimento Lavorativo*) and vocational training centres which keep lists of disabled jobseekers. The candidates, who in this case had to hold at least a secondary school leaving certificate, take psychological and vocational assessment tests and those whose profiles best meet the company's requirements are then put forward.

The person selected signs an employment contract and starts a training programme (185 days maximum). The training is designed to facilitate integration into

the company. In the event of difficulty, a tutor from the local vocational integration service assists the handicapped person throughout the entire training programme. This scheme is funded by TIM which also receives public subsidies. So far some 80 disabled employees are now playing an active role in their new jobs.

Contacts

CGL-Ufficio Handicap

Nina DAITA

Corso d'Italia 25

I-00198 Rome

Tel. (39-06) 847 61

Fax (39-06) 884 56 83

CISL-Dipartimento Politiche Sociali

Flavio Cocanari

Via PO 21

I-00198 Rome

Tel. (39-06) 847 31

Fax (39-06) 847 33 00

Resolution in recruitment

Yazaki Saltano, a company producing electrical components for the car industry, assesses its employees' performance every year: the disabled staff are as productive as the able-bodied employees and the standard of their work leaves nothing to be desired.

Established in July 1986 by a Japanese company, *Yazaki*, and a Portuguese company, *Saltano Investimento e Gestão*, *Yazaki Saltano* currently has 7 772 employees working at two sites. The workforce is 29 % male and 71 % female with an average age of 25. This firm, in partnership with the trade unions, has introduced various measures for employees with disabilities.

Yazaki first recruited disabled people in 1990 and now has 50 disabled employees, including 32 women. Seven of them took part in the training programme jointly funded by the Portuguese government and the European Union (IJOVIP programme). On completion of the training they were recruited under open-ended contracts with the same wage conditions as the other members of staff. The other 43 disabled employees were

recruited directly by the company under the same type of contract. In Portugal, the Employment and Vocational Training Institute, which reports to the Ministry of Employment and Solidarity, is in charge of the training and occupational integration schemes for disabled people.

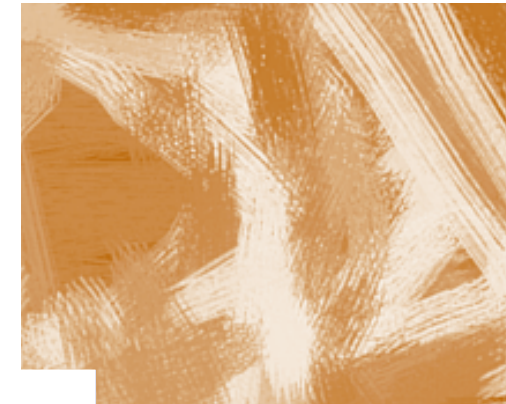
In conjunction with the Education Ministry, the Institute is responsible for the practical training of disabled youngsters under the school-leaving age. For example, it helps them to start up in self-employment by funding the purchase of the necessary equipment. The Institute also provides financial support for firms taking on young disabled people and is involved in the adaptation or adjustment of workstations.

Fifty disabled people work on *Yazaki Saltano's* assembly and production lines.

They followed an in-company training course to prepare them for a step into the unknown (the world of work) and also to get them used to their new jobs. The essential ergonomic alterations and the various practical changes required in the firm were made above all to the production line. Appropriate equipment was installed (for example, screens to provide information for the hard of hearing).

The human resources department offers ongoing, individualised backup to disabled employees and their families. One of its disabled employees provides special support for disabled people throughout the selection, recruitment and integration process. An awareness-raising programme has been introduced to get the production supervisors and staff used to working with disabled colleagues. They are all committed to facilitating their integration.

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Contact

Yazaki Saltano de Portugal

M^o Ana Paula Almeida

Serviço de Pessoal

Estrada de Raiha

Praha da Granja

Portugal

Tel. (351-2) 762 70 00

Fax (351-2) 762 45 89

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Every year the government awards a prize to companies who have undertaken to recruit and integrate people with disabilities. A selection board made up of representatives from the trade unions and the Employment and Vocational Training Institute chooses the candidates and nominates the winner. Yazaki has received this prestigious award on a number of occasions

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‘Within the company I am just like any other employee and don’t feel sidelined. The rest of the staff are familiar with our disabilities. I have been with Yazaki for eight of the best years of my life. At home I am like any other member of the family and can talk about my problems at work. I also feel more at ease in general because my job uses my talents. I take a close interest in what is going on in the firm. I believe for example that the vocational training is very thorough and highly beneficial to us all.’

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Employee
Yazaki Saltano

An open approach

BT, a private telecommunications company, recruits, trains and organises the integration of people with disabilities. This huge undertaking employs 116 000 people, including 2 300 with disabilities. It started stepping up its initiatives for disabled employees in 1996.

Various kinds of disability affect some six million people in the United Kingdom, but only some 31 % of them are currently in employment. In 1996 British Telecom voluntarily decided to recruit four visually-impaired graduates. It contacted Blind in Business, an organisation for visually-impaired graduates, which provided information on students completing their higher education.

Some of the graduates were offered regular graduate jobs. The employment section of the Department for Education and

Employment met a proportion of the costs incurred as a result of the adjustments to workplaces and specialist equipment. The new recruits' colleagues were invited to take part in an awareness-raising programme.

In conjunction with this recruitment scheme and in order to retain existing employees, BT regraded and retrained staff with a disability, whether the latter had occurred in the course of their work or not. The company found a post suited to their new situation, in many cases in an administrative capacity.

The new equipment geared to the needs of the disabled employees was developed by specialist firms; one of the biggest problems encountered was the long delivery times.

This initiative has been a success, both in terms of the quality of life of the disabled people, integrated or reintegrated into the world of work, and in terms of the company's image.



Contact

BT

Alison Shoop

C6K BT Centre

81 Newgate Street

London

United Kingdom

Tel. (44-171) 356 56 58

Fax (44-171) 356 68 76