CHAPTER 10

CONCLUSIONS, HUMAN RESOURCE MANAGEMENT STRATEGY, REFLECTION AND RECOMMENDATIONS

"No man's abilities are so remarkably shining as not to stand in need of a proper opportunity, a patron, and even the praises of a friend to recommend them to the notice of the world."
Caius Plinius Secundus, Pliny the Elder

10.1   INTRODUCTION

The main objective of this research was to identify the constraints to the employment of persons with disabilities, and to develop an integrated human resource management strategy to enhance the employment of more persons with disabilities in South African organisations.

Referring to the purpose of the study and the results discussed in Chapter 9, relevant conclusions will be made and an integrated human resource strategy will be presented to increase the employment of persons with disabilities

10.2   CONCLUSIONS AND STRATEGY TO RESOLVE THE CONSTRAINTS PREVENTING THE EMPLOYMENT OF PERSONS WITH DISABILITIES

The conclusion of the research is the constraints identified in the employment of persons with disabilities as discussed in Chapter 9 and which are presented in Table 98 below.

Table 98: Summary of the constraints identified in the employment of persons with disabilities

CONCLUSION/ CONSTRAINT NUMBER	DESCRIPTION OF CONCLUSION/ CONSTRAINT IDENTIFIED
1.	The definition of "people/ persons with disabilities" for employment purposes is a constraint because it is vague and words used in the definition are unclear.
2.	Accessibility and reasonable accommodation are serious constraints for persons with disabilities as it prevents them from participating on a more equal footing in the workplace.
3.	Disability is viewed in terms of function and social labelling rather than in terms of its relationship to the quality of life of persons with disability.
4.	The Constitution, 1996, EEA, INDS and TAG are not sufficiently useful to manage disability in the workplace.
5.	The South African legislative and policy framework were hardly ever used to assist with disability management.
6.	Reasonable accommodation and environmental accessibility are not clearly described in policy guidelines.
7.	Organisations lack focus on the employment of persons with disabilities.
8.	Unfair targets to employ persons with disabilities as they are continuously disabled.
9.	Respondents identified the following general perceptions as constraints: ➢ Employees with disabilities are not able to do physically strenuous work. ➢ Employees with disabilities require special attention from their supervisors. ➢ Employees with disabilities are more expensive to employ than any other employee. ➢ Employers are not willing to employ persons with disabilities. ➢ Workplaces are not friendly towards disabled persons. ➢ A CV indicating that a job applicant is disabled is not properly considered by organisations. ➢ Organisations ignore disability management issues because it conflicts with business objectives. ➢ Organisations encourage managers to ignore disability issues because it conflicts with business objectives.
10.	Organisations do not have approved and clear written policies or guidelines on employing persons with disabilities.
11.	Existing policy or written guidelines are not utilised to guide disability management related decisions at work.
12.	Organisations do not have a disability office or a disability ombudsman to whom employees can report suspected discrimination or receive advice about disability issues.
13.	HR departments do not act as the primary resource for the disability initiative of organisations.

CONCLUSION/ CONSTRAINT NUMBER	DESCRIPTION OF CONCLUSION/ CONSTRAINT IDENTIFIED
14.	HR professionals are not involved in formulating disability management policies for their organisations.
15.	Individuals responsible for managing the disability programme in organisations are not qualified and experienced for the task.
16.	Employees do not know who to contact when requiring information on disability management.
17.	The following key people in organisations are not sufficiently committed to disability management: ➢ CEO/Director-General/Top Management. ➢ Senior management. ➢ Middle management. ➢ Subordinates. ➢ Peers. ➢ Other employees.
18.	Lack of a focused strategy to recruit persons with disabilities.
19.	Training and development practices are not effectively presented to all employees resulting in the following constraints to the employment of persons with disabilities: ➢ Lack of awareness of disability management. ➢ Training provided in disability management is not being used by the persons trained. ➢ Persons with disabilities are not empowered to assert their rights in terms of disability management. ➢ Work environments do not prioritise disability management. ➢ Disability management is not linked to the performance indicators of all managers at all levels.
20.	Performance management practice is inadequate in respect of persons with disabilities resulting in it being a constraint due to the following: ➢ Effective performance management systems are not in place. ➢ Performance management systems do not apply to all employees. ➢ Difficulties experienced by persons with disabilities are not understood by employers. ➢ Managers are not trained in managing the performance of persons with disabilities. ➢ Accessibility and reasonable accommodation impact on the performance of persons with disabilities. ➢ Clarity does not exist whether the same or different performance standards must apply to persons with disabilities. ➢ Assessments are not conducted objectively by managers.
21.	Recruitment and selection practices are inadequate and not strategically aligned resulting in it being a constraint due to the following: ➢ Adverts are not accessible to persons with disabilities. ➢ Adverts do not target persons with disabilities.

CONCLUSION/ CONSTRAINT NUMBER	DESCRIPTION OF CONCLUSION/ CONSTRAINT IDENTIFIED
	➤ Selection processes are not seen as credible by persons with disabilities. ➤ Persons with disabilities are not being reasonably accommodated during the selection process. ➤ Job design is not considering persons with disabilities adequately to provide for their unique circumstances. ➤ Managers and supervisors do not understand disability resulting in deciding not to employ persons with disabilities due to negative perceptions they may have of persons with disabilities.
22.	Retention and exit management strategies are not utilised in disability management resulting in it being a constraint due to the following: ➤ Inconsistent treatment of employees with disabilities and not disabled employees. ➤ Reasonable accommodation and rehabilitation of employees who become disabled are not effectively dealt with. ➤ The reasons why employees leave employment are known but little is done to correct it resulting in persons with disabilities not being retained. ➤ Employment equity strategies are not aligned resulting in persons with disabilities not being affirmed.
23.	Labour relations management strategy is inadequate resulting in it being a constraint due to the following: ➤ Human resource management practitioners and union officials do not prioritise disability management and the rights of persons with disabilities. ➤ The rights and the unique circumstances of persons with disabilities are not recognised resulting in the labour relations processes not providing for persons with disabilities.
24.	Lack of strategic focus of employers on disability management constrains the employment of persons with disabilities.
25.	The role of human resource management practitioners is not clearly defined in terms of disability management resulting in them not prioritising persons with disabilities as a designated group in terms of the EEA.
26.	Reasonable accommodation is not clearly defined in the employment context resulting in it being a constraint due to the following: ➤ Persons with disabilities are not being reasonably accommodated because employers do not have policy documents in place to guide them in making decisions in providing reasonable accommodation to employees. ➤ The perception which exists that reasonable accommodation is costly and would result in undue hardship to employers, is a constraint. ➤ Office buildings are generally not disability friendly resulting in a constraint to employ persons with disabilities and those that are employed, not being able to work effectively.

CONCLUSION/ CONSTRAINT NUMBER	DESCRIPTION OF CONCLUSION/ CONSTRAINT IDENTIFIED
	➢ Inherent job requirements are generally not defined resulting in persons with disabilities not being employed or being employed in positions not suitable to their specific disabilities.
27.	Progress with the implementation of disability management programmes are not being monitored resulting in slow progress with implementation and a lack of strategic focus.

The 27 conclusions or constraints are those issues identified which constrains the employment of persons with disabilities. The main objective of the research was to identify constraints in the employment of persons with disabilities and to develop an integrated employment strategy that can be used in any organisation and at a macro/national level. The constraints as summarised above therefore address the first part of the main research objective. To satisfy the second part of the research objective a strategy was developed to address these constraints.

The strategy to resolve these constraints are discussed below. The purpose of the strategy is to provide a plan, consisting of various outputs, to address the constraints. As discussed in Chapter 1 the strategy is not intended to provide the complete solution to all the constraints but merely the strategy that will lead to obtaining the solutions.

Conclusion 1: The definition of "people/persons with disabilities" as defined in section 1 of the EEA for employment purposes is a constraint to the employment of persons with disabilities because it is vague and words used in the definition are unclear. The definition is based on the medical model and views the impairment as the cause of the inability to attain success or promotion in the workplace (CHPI and SAFCD 2001:18 and 19).

Strategic intervention: The definition of persons with disabilities must be reworded to achieve clarity of terms, identification of categories and levels of disability (strategic intervention 1). The definition of Jahiel (2007) as discussed in Chapters 2 and 9 could

serve as the basis for a reworded definition, considering the comments and suggestions made.

Conclusion 2: Accessibility and reasonable accommodation are serious constraints for persons with disabilities as it prevents them from participating on a more equal footing in the workplace.

Strategic intervention: Develop and implement a focused reasonable accommodation policy that would address the identified constraints which specifically focus on mental and physical attributions of a task, the reduced functional capacity of each disability as well as the practical job accommodating measures (strategic intervention 2).

Conclusion 3: Disability is viewed in terms of function and social labeling rather than in terms of its relationship to the quality of life of persons with disabilities.

Strategic intervention: Initiate workplace programmes which cause disability to be viewed in terms of the quality of the life of a person with disabilities (strategic intervention 3). It is recommended that such programmes be managed by facilitators who are well experienced in disability management and that it is practical by nature. A useful technique could be to allow employees to experience a certain category of disability. For example, let employees experience a work day in a wheel chair, blindfolded or wearing ear plugs, while expected to perform their normal work functions. Once the experience is completed a well-structured debriefing session can be facilitated by an experienced facilitator or a person with disabilities.

Conclusion 4: The Constitution, 1996, EEA, INDS and TAG are not sufficiently useful to manage disability in the workplace.

Conclusion 5: The South African legislative and policy frameworks are hardly ever used to assist with disability management.

Strategic intervention: Firstly create awareness of the legislative and policy framework (strategic intervention 4). The awareness programme should be presented in a manner that is creative leading to effective transfer of knowledge and skills. The fact that the respondents indicated that they neither use the framework nor the training provided, confirms that interest in this area is low. That is why creativity is called for. Secondly top management must enforce implementation of the legislative and policy framework (strategic intervention 5).

Conclusion 6: Reasonable accommodation and environmental accessibility are not clearly described in policy guidelines.

Strategic intervention: To develop and implement a focussed reasonable accommodation policy that would address the identified constraints which specifically focus on mental and physical attributions of a task, the reduced functional capacity of each disability as well as the practical job accommodating measures (strategic intervention 2).

Conclusion 7: Organisations lack focus on the employment of persons with disabilities.

Strategic intervention: Develop a human resource management framework to employ persons with disabilities (strategic intervention 6).

Conclusion 8: Unfair targets to employ persons with disabilities as they are continuously disabled.

Strategic intervention: Set fair and equitable employment targets for persons with disabilities (strategic intervention 7). It is recommended that a clear position be developed by human resource and labour relations management practitioners in organisations concerning the relevant employment target utilised for persons with disabilities. In terms of race and gender the normal practice followed is to utilise the

statistical distribution of the economically active population. A similar approach should be followed in determining a target for employing persons with disabilities. From the discussion in Chapter 6 it became clear that a precise target cannot be determined using the available statistical information. The different percentages for the economically active disabled population centre around 5% to 6%. A percentage target of 5.5% of an organisation's human resources is therefore recommended for the employment of persons with disabilities.

Conclusion 9: Respondents identified the following general perceptions as constraints:

➢ Employees with disabilities are not able to do physically strenuous work;

➢ employees with disabilities require special attention from their supervisors;

➢ employees with disabilities are more expensive to employ than any other employee;

➢ employers are not willing to employ persons with disabilities;

➢ workplaces are not friendly towards disabled persons;

➢ a CV indicating that a job applicant is disabled is not properly considered by organisations;

➢ organisations ignore disability management issues because it conflicts with business objectives; and

➢ organisations encourage managers to ignore disability issues because it conflicts with business objectives.

Strategic intervention: To develop and implement a focussed reasonable accommodation policy that would address the identified constraints which specifically focus on mental and physical attributions of a task, the reduced functional capacity of each disability as well as the practical job accommodating measures (strategic intervention 2).

The purpose of this strategic objective in this context is to suggest that if there are clear guidelines in respect of accessibility and reasonable accommodation most of these perceptions can be managed. It is also further suggested to initiate workplace

programmes which cause disability to be viewed in terms of the quality of the life of a person with disabilities (strategic intervention 3) and to create awareness of the legislative and policy framework (strategic intervention 1).

The development of a human resource management framework to employ persons with disabilities is also suggested as part of the strategy to manage this constraint (strategic intervention 6).

The lack of commitment to disability management could be changed if a business case is made for employing persons with disabilities (strategic intervention 8).

It was further concluded that:

➢ **Conclusion 10:** Organisations do not have approved and clear written policies or guidelines on employing persons with disabilities.

➢ **Conclusion 11:** Existing policy or written guidelines are not utilised to guide disability management related decisions at work.

➢ **Conclusion 12:** Organisations do not have a disability office or a disability ombudsman to whom employees can report suspected discrimination or receive advice about disability issues.

➢ **Conclusion 13:** Human resources functions do not act as the primary resource for the disability initiative of organisations.

➢ **Conclusion 14:** Human resources professionals are not involved in formulating disability management policies for their organisations.

➢ **Conclusion 15:** Individuals responsible for managing the disability programme in organisations are not qualified and experienced for the task.

➢ **Conclusion 16:** Employees do not know who to contact when requiring information on disability management.

➢ **Conclusion 17:** The following key people in organisations are not sufficiently committed to disability management:

o CEO/Director-General/Top Management.

o Senior management.

- o   Middle management.
- o   Subordinates.
- o   Peers.

Strategic interventions: Firstly develop a human resource management framework to employ persons with disabilities (strategic intervention 6) and secondly create awareness of the legislative and policy framework (strategic intervention 4) and thereafter to monitor the implementation of the disability management strategy (strategic intervention 18). It is also suggested as best practice to establish a disability office or a disability ombudsman, preferably within the human resources function (strategic intervention 9). This will be the contact person on all disability related matters. The human resources function should also be empowered to act as the primary resource for the disability initiative in the organisation and be held accountable for this responsibility. Once the human resources function is held accountable for this responsibility the human resource professionals will respond by formulating disability management policy, create awareness and begin to action the other strategic interventions.

Conclusion 18: A focussed strategy to employ persons with disability does not exist.

Strategic intervention: Develop a human resource management framework to employ persons with disabilities (strategic intervention 6).

Conclusion 19: Training and development practices are not effectively presented to all employees resulting in the following constraints to the employment of persons with disabilities:
- ➢   Lack of awareness of disability management;
- ➢   training provided in disability management is not being used by the persons trained;
- ➢   persons with disabilities are not empowered to assert their rights in terms of disability management;
- ➢   work environments do not prioritise disability management; and

> disability management is not linked to the performance indicators of all managers at all levels.

Strategic intervention: Develop a focused training and development strategy which will assist to empower employers and employees (including those with disabilities) to manage disability effectively in the employment context (strategic intervention 11).

All levels of employees need to be involved in training regarding disability management, leading to the initiation of a culture change within the organisation. This change will naturally need many support systems, including support groups, ongoing research and benchmarking, change management strategies, policies and directives in line with legislation as well as capacity building procedures.

The training initiatives identified by respondents can be categorised into two main areas and various sub-areas namely:
> Disability sensitisation-
o total awareness and understanding;
o dealing with needs of persons with disabilities;
o awareness of prejudices and stereotypes;
o assisting persons with disabilities with matters related to transferring to wheelchairs, eating, filing, reaching and lifting items, draining of urinal bags and other physical needs;
o different types of disabilities and an awareness of the specific individual difficulties experienced by the different types of disability;
o motivating and inspiring persons with disabilities;
o responding to emergencies;
o office etiquette; and
o time management.

> Human resource management related-
o identification of training needs of persons with disabilities;

- identifying abilities of disabled persons during the recruitment process and thereafter (focussed on senior and middle level managers);
- medical and psychological testing;
- confidentiality and disclosure;
- employment planning and how to improve employment of persons with disabilities;
- summary of the TAG, legislation related to disability and employment;
- exhibition and exposure to assistive devices;
- assisting with career development of persons with disabilities;
- performance evaluation applicable to the employee as well as the supervisor;
- training that will improve the performance of persons with disabilities;
- case studies to show that it is not more expensive to employ people with disabilities;
- independence training, orientation and mobility training for persons with disabilities;
- mainstreaming of disability;
- universal design;
- good practice; and
- accessibility.

The role of the human resource management practitioner is critical in these processes and their level of training should therefore be such that they are "expert" in the abovementioned areas. This needs proper training in order to attain the required skills levels.

Conclusion 20: Performance management practice is inadequate in respect of persons with disabilities resulting in it being a constraint due to the following:

➢ Effective performance management systems are not in place.
➢ Performance management systems do not apply to all employees.
➢ Difficulties experienced by persons with disabilities are not understood by employers.

- ➢ Managers are not trained in managing the performance of persons with disabilities.
- ➢ Accessibility and reasonable accommodation impact on the performance of persons with disabilities.
- ➢ Clarity does not exist whether the same or different performance standards must apply to persons with disabilities.
- ➢ Assessments are not conducted objectively by managers.

Strategy to address the constraint: The strategic objective suggested to address this constraint is to develop a focussed performance management strategy which strategically aligns performance management with disability management (strategic intervention 12). The policy should clearly indicate which performance standards should apply to employees with disabilities. It is recommended that a practical approach should be followed namely that where a disabled employee could be reasonably accommodated the performance standards should be considered as part of the reasonable accommodation process. This suggests that performance standards should be adjusted to accommodate a person with disabilities, where necessary.

Conclusion 21: Recruitment and selection practices are inadequate and not strategically aligned resulting in it being a constraint due to the following:
- ➢ Adverts are not accessible to persons with disabilities;
- ➢ adverts do not target persons with disabilities;
- ➢ selection processes are not seen as credible by persons with disabilities;
- ➢ persons with disabilities are not being reasonably accommodated during the selection process;
- ➢ job design is not considering persons with disabilities adequately to provide for their unique circumstances; and
- ➢ managers and supervisors do not understand disability resulting in deciding not to employ persons with disabilities due to negative perceptions they may have of persons with disabilities.

Strategic intervention: Develop a focussed recruitment and selection strategy to strategically align the recruitment and selection process with the objectives of disability management (strategic intervention 10).

Conclusion 22: Retention and exit management strategies are not utilised in disability management resulting in it being a constraint due to the following:

➢ Inconsistent treatment of employees with disabilities and not disabled employees;

➢ reasonable accommodation and rehabilitation of employees who become disabled are not effectively dealt with;

➢ the reasons why employees leave employment are known but little is done to correct it resulting in persons with disabilities not being retained; and

➢ employment equity strategies are not aligned resulting in persons with disabilities not being affirmed.

Strategic intervention: Develop focussed retention and exit management strategies to strategically align retention and exit management with the objectives of disability management (strategic intervention 13).

Conclusion 23: Labour relations management strategy is inadequate resulting in it being a constraint due to the following:

➢ Human resource management practitioners and union officials do not prioritise disability management and the rights of persons with disabilities; and

➢ the rights and the unique circumstances of persons with disabilities are not recognised resulting in the labour relations processes not providing for persons with disabilities.

Strategic intervention: Develop a focussed labour relations management strategy to align labour relations management practice with the demands of disability management (strategic intervention 14).

Conclusion 24: The lack of strategic focus of employers on disability management constrains the employment of persons with disabilities.

Strategic intervention: Two strategic outputs are suggested to manage this constraint namely to develop a business case to employ persons with disabilities (strategic intervention 8) and to develop a scorecard to encourage compliance with disability management (strategic intervention 15).

Conclusion 25: The role of human resource management practitioners is not clearly defined in terms of disability management resulting in them not prioritising persons with disabilities as a designated group in terms of the EEA.

Strategic intervention: Develop a clear role definition for human resource management practitioners in terms of disability management (strategic intervention 16).

Conclusion 26: Reasonable accommodation is not clearly defined in the employment context resulting in it being a constraint due to the following:
➢ Persons with disabilities are not being reasonably accommodated because employers do not have policy documents in place to guide them in making decisions in providing reasonable accommodation to employees;
➢ the perception which exists that reasonable accommodation is costly and would result in undue hardship to employers, is a constraint;
➢ office buildings are generally not disability friendly resulting in a constraint to employ persons with disabilities and those that are employed, not being able to work effectively; and
➢ inherent job requirements are generally not defined, resulting in persons with disabilities not being employed or being employed in positions not suitable to their specific disabilities.

Strategic intervention: The strategic output suggested is to develop a focussed reasonable accommodation policy that would address the identified constraints which

specifically focus on mental and physical attributions of a task, the reduced functional capacity of each disability as well as the practical job accommodating measures (strategic intervention 17).

Conclusion 27:   Progress with the implementation of disability management programmes are not being monitored resulting in slow progress with implementation and a lack of strategic focus.

Strategic intervention: Develop and implement a focussed monitoring and evaluation framework for disability management (strategic intervention 18).

The strategic interventions as discussed above responds to the second part of the main research objective. The strategic interventions are consolidated in Table 99 below and serve as the integrated human resource management strategy to employ persons with disabilities:

Table 99: Presentation of the strategy to employ persons with disabilities

STRATEGIC INTERVENTION NO	DESCRIPTION OF STRATEGIC INTERVENTIONS
1.	Reword the definition of persons with disabilities to achieve clarity of terms, identification of categories and levels of disability.
2.	Develop guidelines to the accessibility requirements and reasonable accommodation for persons with disabilities: 2.1. Development of organisational guidelines for reasonable accommodation; and 2.2. implementation of the NBR by employers.
3.	Initiate workplace programmes which cause disability to be viewed in terms of the quality of the life of a person with disabilities.
4.	Create awareness of the legislative and policy framework.
5.	Enforcement of the implementation of the legislative and policy frameworks by top management.
6.	Develop a human resource management framework to employ persons with

STRATEGIC INTERVENTION NO	DESCRIPTION OF STRATEGIC INTERVENTIONS
	disabilities.
7.	Set fair and equitable employment targets for persons with disabilities.
8.	Develop a business case for employing persons with disabilities.
9.	Establish a disability office or a disability ombudsman, preferably within the human resources function.
10.	Develop a focussed recruitment and selection strategy to strategically align the recruitment and selection process with the objectives of disability management.
11.	Develop a focused training and development strategy to empower employers, employees (including those with disabilities) to manage disability effectively in the employment context.
12.	Develop a focused performance management strategy which strategically aligns performance management with disability management.
13.	Develop focussed retention and exit management strategies to strategically align retention and exit management with the objectives of disability management.
14.	Develop a focussed labour relations management strategy to align labour relations management practice with the demands of disability management.
15.	Develop a scorecard to encourage compliance with disability management.
16.	Develop a clear role definition for human resource management practitioners.
17.	Develop a focussed reasonable accommodation policy that would address the identified constraints.
18.	Develop and implement a focussed monitoring and evaluation framework for disability management.

10.3   REFLECTION AND RECOMMENDATIONS

Emanating from the preceding chapters it is concluded and acknowledged that employers face their own complex circumstances and realities in their working environment.   These complexities and realities are risks which cause constraints preventing the employment of persons with disabilities.   The main objectives of this research were to identify the constraints to the employment of persons with disabilities, and to develop an integrated human resource management strategy to enhance the

employment of more persons with disabilities in South African organisations. The development of this strategy was based on the constraints experienced by persons with disabilities in finding employment.

Persons with disabilities experience that they live in a hostile, disabling world which is largely designed to suit people who are not disabled (http://www.info. gov.za/view/DownloadFileAction?id=70265). Constraints do differ from situation to situation and employers should understand the external factors which persons with disabilities need to deal with on a daily basis.

It is necessary to manage these constraints to ensure that more persons with disabilities are employed. The importance of creating jobs and wealth for persons with disabilities is derived from the fact that it impacts directly on their quality of life, self-worth, self-reliance, the distribution of resources and empowerment. Persons with disabilities are regarded as the poorest of the poor and are generally employed in inferior positions, if they are employed.

As discussed in Chapter 2, a human resource management strategy expresses the intentions of an organisation about how it should manage its human resources. These intentions provide the basis for plans and programmes for managing change. Human resource management professionals should ask, in respect of disability management, what sort of people do their organisations need in the business to achieve its mission and how can persons with disabilities contribute, how can the required changes to the culture and value system be achieved and what are the implications of those plans for the future structure, human resource management systems and resource requirements (Brewster *et al* 2008:80).

The employment of persons with disabilities is presently a situation driven imperative (required by the EEA) but it should rather become an aspiration driven imperative which comes from within organisations because, it is the right thing to do (Swamy 2007 as in Brewster et al 2008). A disability management strategy suggests consistent behaviour

from human resource management practitioners and managers to change the negative perceptions which may exist in employing persons with disabilities and to ensure that the strategy is implemented in a dedicated manner.

Certain environmental factors may play an enabling role in the implementation of the disability management strategy. The environmental factors may be either internal or external to the workplace. The internal factors fall within the ambit of responsibility of certain role-players within the workplace while the external factors require action from government and other external stakeholders.

The growing of the economy is an important aspect in the employment strategy. Increased economic growth would create more employment opportunities and would allow more persons with disabilities to find employment. Yet, the environment within which the disabled person applies for these positions must allow them to compete fairly for these jobs.

The research confirmed that accessibility of buildings is a critical environmental factor to be addressed. It is not only the physical accessibility but also improved access to technology and knowledge-based activities. The below average education levels of persons with disabilities (Table 24) is a constraint in employment marketability. It is, therefore, essential to instil the importance of education to all South Africans, but specifically to persons with disabilities as this would allow persons with disabilities to compete in a very competitive labour market.

Strict enforcement of the NBR is, however, a requirement for success of this strategy.

South Africa would have to develop sensitivity to the constraints persons with disabilities face, especially in relation to employment whereas sensitivity in this regard is one of the most important environmental factors to ensure that the overall objectives of the strategy are achieved.

The sensitivity can be created by branding disability management in a manner which creates awareness, understanding and which alleviates negative perceptions (by both persons with disabilities and not disabled persons). Disability management must therefore become a social issue.

The institutional efficiency of government is not adequate to ensure the full implementation of the strategy (as set out in the relevant policy documents and legislation, including the ICRPD) within government (for government as an employer) and by government who through employment equity reporting should monitor employers of progress made. Sufficient capacity should be created within government to effectively monitor the implementation of the policies and practices established with regard to disability management.

The leadership of South Africa must visibly demonstrate their commitment to disability management. Political, government and business leaders should set the direction and dictate the pace in transforming the present disability scenario. The leadership should become actively involved in the transformation process by addressing the public to create a positive business case for disability management, including the employment of persons with disabilities.

Legislation and policy could also enhance the implementation of disability management related matters.

It is recommended that certain areas should be researched further to ensure that disability management is properly entrenched in South Africa.

The South African disability management model (socio-political) is described as that it is located in the social environment supported at a political level and driven by the community of persons with disabilities. It takes cognisance that disability is a social construct and that most negative impacts are inflicted upon persons with disabilities by their social environment. This model is relatively new and needs to be researched

further and defined clearly. Similarly the integrative model, which includes a broad knowledge base ranging from medicine to literature which is informed by the experience of persons with disabilities, is still being construed and should be properly researched.

As discussed in Chapter 6 (Table 23) it was observed that the age profile of the disabled population indicates a steady increase from the lower age groups to the age category of 40-49 years of age. Below the age of 40 years more males are disabled while above the age of 40 more females are disabled. This trend is requiring further research since it could mean that more females are becoming disabled beyond the age of 40 years or it could mean that in future generations this trend could change by more men becoming disabled beyond the age of 40 years, as the population grows older (Prevalence of Disability 2005:12). Clarity through further research will assist employers and the human resource management profession with future scenario planning.

Considering the number of employees with disabilities employed by the respondents' organisations and the strong trend identified in the use of the same selection criteria, this (the selection criteria) was not identified as a constraint in the employment of persons with disabilities. It would be interesting to have known how a non-purposive sample would have responded to this question. This is an area which could be interrogated in future research.

The analysis of the US and the UK disability management frameworks indicated that both countries have a single comprehensive disability management act and code. Research could be conducted whether this is the reason why these two countries have achieved much success in terms of high levels of employment of persons with disabilities. Certainly, from the research it appears to be the case but empirical research should be conducted to determine the drivers of these two disability management frameworks. The latest developments in the UK with general legislation to protect vulnerable groups replacing the DDA would, although little is known about it at present, guide practitioners to determine which approach is more effective over time.

The research that was performed in the USA with regards to the cost of reasonable accommodation was very useful to properly contextualise the cost of reasonable accommodation. It will be similarly useful for this research to be performed in the South African context. Accessibility and reasonable accommodation were identified as critical constraints and further research will assist to demystify these aspects.

The question raised whether the payment of the disability grant have a direct negative impact on the employment of persons with disability should be researched to determine what the answer is to the question.

Research could also be conducted on the status of the implementation of the ICRPD in South Africa. Due to the fragmented nature of the South African disability management framework, this is a topic which should be thoroughly researched from a legal and a practical viewpoint. South Africa completed a report on the status of the implementation of the ICRPD to the UN. At the time of finalisation of this research the report was still classified and could therefore not be used.

Much of this research is dedicated to the definition of disability. Although some authors hold the view that a single definition of disability will not be found, it is critical for the human resource management profession to have a clear definition of disability. The reworded definition of Jahiel (2007) as discussed earlier in this chapter could be developed further to determine its relevance to disability management.

The remaining reflection is whether the research is making a contribution to the field of study of human resource management and labour relations management specifically. South Africa has a comprehensive disability management framework as discussed in Chapter 5. The reasons why the employment of persons with disabilities is so low cannot be blamed on the absence of a policy framework. This research has succeeded to identify 27 constraints to the employment of persons with disabilities and 18 strategic interventions which are intended to mitigate the constraints. It is now up to managers

and human resource management practitioners to understand the constraints in their own work environments and implement the strategic interventions identified as part of this research.

The research therefore contributes to the body of knowledge of the human resource management and labour relations fields of study. The specific contributions relates to the establishment of an extensive body of knowledge through the literature review for the labour relations and human resource management fields of study. It clarifies terminology through specific constructs relevant to disability management and labour relations and human resource management. The research positioned disability management as a part of the South African legal and policy framework, in an employment context.

The research also contributed to research methodology through the completion of a unique research questionnaire for South African conditions.

The research also has great application value. From the identified constraints a strategy has been developed for use by labour relations and human resource management practitioners in increasing the employment number of persons with disabilities.

This research attempted to create a balanced view between the realities that employer's face and those faced by persons with disabilities. Should this research succeed to raise awareness of the cause of persons with disabilities a significant difference can be made to the employment figures of persons with disabilities.

------- o O o -------