KANTAR PUBLIC=

Building Employer Demand: developmental research

Research report

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Contents

Executive summary

People with disability are considerably under-represented in the Australian labour market, are less likely than those without disability to be employed full-time and typically face longer periods of both underemployment and unemployment. While there are a multitude of complex factors underpinning this picture, previous studies have outlined a series of persistent and prevalent barriers deterring many employers from employing people with disability[1].

In order to further quantify and unpack the drivers and barriers different employers and businesses in Australia face to employing people with disability, the Department of Social Services (DSS) commissioned Kantar Public to undertake a program of research with employers. This was designed to provide insight and a clearer pathway forward for communications and associated strategies to address barriers and build awareness of the benefits of employing people with disability. Both qualitative and quantitative methodologies were implemented, involving seven group discussions, 5 'workplace visits' (each involving three in-depth interviews with staff on site), 4 in-depth interviews and a survey of n=1200 employers. Key findings and outcomes from this research are outlined below.

How 'open' are employers to taking on someone with disability?

While the overwhelming majority of employers indicate openness to hiring people with disability, only around a third of businesses show behavioural commitment to doing so. **Overall, medium and larger employers may be more committed than smaller businesses.**

What motivates medium and large employers to hire people with disability?

- At an individual level, many employers demonstrate a **moral conviction** towards the treatment and employment of people with disability and displayed empathy with them and their situation. In some cases employers indicated they might favour people with disability – providing they meet key recruitment and role requirements – as they wanted to give them a 'fair go'. They were also potentially driven by a sense of self-gratification around giving them this opportunity.

- The large majority of employers tended to **support the concept of diversity and inclusion** in the business and did not necessarily see the employment of people with disability as a poor business decision. In fact, for some, the employment of people with disability was viewed as something that can enhance corporate image and reputation and potentially adds to the 'bottom line'.

- There was some sentiment that people with disability can bring **valuable attributes to the workplace** (e.g. a 'good attitude', resilience, loyalty), however this was very much felt to be on an individual case-by-case basis and may not differ in this respect to other employees.

- Perceptions of **wage subsidies** as an incentive were somewhat divergent. They could 'tip the balance' if deemed to offset any costs of employing someone with disability (again as long as this person was suitable for the role); however, their efficacy was questioned through a lack of awareness, uncertainty as to amounts and what is covered, perception of bureaucracy to administer, and some stigma associated with people on a subsidy.

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[1] Van Bueren, D., Elliott, S., Tatarynowicz, R. (2017). Building Employer Demand: Literature Review. Kantar Public report prepared for Department of Social Services

What are the key attitudes and beliefs that get in the way?

For many large and medium employers, the barriers to hiring people with disability relate less strongly to overt prejudice than they do to **low levels of confidence** around the process of employing people with disability, and the potential need for adjustment both within the workplace (management approaches, inclusion/ integration, job requirements), and to the physical working environment.

- Overall, the most prominent barriers tended to cluster around perceived **suitability and fit** of people with disability to the role and their **integration** within the workforce.

- Other notable concerns included a perception of people with disability requiring **greater supervision and support** and an increased safety risk associated with their employment.

- There was also strong evidence of **low self-efficacy** among business in relation to the employment of people with disability. This manifested both in terms of considerable levels of uncertainty around many aspects of disability employment.

What is the role of the workplace environment in facilitating or impeding disability employment?

- In some businesses, **workplace supports** appeared to alleviate many of the concerns that surround disability employment. The presence of HR departments, diversity policies, and accessible workplaces support disability employment both implicitly and explicitly.

- In many medium workplaces, however, such supports do not exist. Instead, inaccessible workplaces, a challenging culture and the dissenting views of others presented additional barriers.

How do different business audiences differ?

- The research suggests that **business owners and leaders** in smaller sized business are most risk averse and likely to show poor understanding, bias and prejudice in their attitudes towards people with disability.

- **HR staff** appear the most positive cohort overall, being most committed to workplace diversity, more convinced about the benefits of hiring people with disability, and least likely to see this as a risky undertaking.

- **Line managers** and supervisors are also typically positive about hiring people with disability, but display greater concern around the potential that staff with disability may require greater supervision.

- Employers in **blue collar industries** (e.g. construction, manufacturing, primary industries, services and trades) tend to show a wider range and weight of concerns, extending from uncertainty around the suitability of the work or the working environment for people with disability, to concern around workplace health and safety, staff supervision, and employee integration.

- **Culturally and Linguistically Diverse** (CALD) employers often exhibit more negative attitudes and concerns around disability employment, while the research suggests **Indigenous employers** are largely undifferentiated in their beliefs and behaviours to 'mainstream' employers.

What information and support needs do businesses have?

- There is a clear need and interest from employers in receiving **greater guidance, advice and information** pertaining to employing people with disability.

- The type of information needed is not necessarily highly sophisticated, with some fundamental resources around different types of disability, supported by **practical advice and strategies for workplace integration and management likely to have appeal.**

- Nonetheless, there is favourability towards **information and advice which can be tailored and specific** to employer situations and contexts, pointing towards support mechanisms that can be more personalised, proactive and provided 'on the ground'.

- There is also appetite for support which provides a **practical and / or financial incentive to employers** and motivates or empowers them to increase exposure to people with disability in workplace settings. This includes wage subsidies, about which little is currently known.

- Many of the reported needs in information content and support mechanisms may already be in place, suggesting strategies to **promote and raise awareness** of them, along with optimising them to better engage with employers could be beneficial.

What communication channels and sources might 'cut through'?

- A substantial proportion of employers are disengaged and not actively seeking information in this area; consequently, there is a lack of consistency in channels and sources used for information and support on disability employment, with many employers not knowing where to start and where to go, or simply opting for a 'default' Google search.

- There is some access of **government-related channels** and a level of credibility and trust is associated with such sources. This is particularly resonant when it comes to some of the issues associated with disability employment (e.g. adaptations, legal obligations, duty of care etc.).

- Value is also apparent in **informal channels**, such as word-of-mouth, particularly when this involves receiving real-life examples and experiences from other employers (which can potentially be communicated through a multitude of wider sources).

- The large majority of employers indicate they would prefer to receive information via **email**, with only subdued interest in information via a website and / or app. This appears to result from concerns around the specificity of such information and onus placed on employers to seek out and filter information online.

- Employers utilise a wide range of **recruitment channels**, several of which provide a potential platform for conveying information and messages about disability employment (e.g. recruitment websites, social media). While not necessarily likely to reach all audiences, such channels can tap into employers when more actively 'in the market' for employees and potentially open to employing someone with disability.

What message territories can more effectively motivate employers?

- Disability employment is a challenging issue for many employers and communications that recognise this in some way will resonate with audiences. Nonetheless, focussing too strongly on 'the problem' or the 'expense' or 'the complexity' is potentially reinforcing, and risks alienating employers further. Instead, focussing on support and assistance may be effective in implicitly acknowledging the complexity of the issue but demonstrating that help (of which many are currently unaware) is available. Messages about government support and assistance resonate strongly with this audience.

- While positioning disability employment as a benefit to business appeals conceptually, there is sensitivity and scepticism around messages that can be used to support that claim, reflecting the

bias and prejudice which exists around disability generally. Care should be taken in attempting to correct misconceptions and stereotypes of people with disability. There is the potential for messaging used in this way to seem patronising, overly general, and/or lack credibility, and to reinforce stereotypes rather than challenge them. Using **individual stories and anecdotes**, rather than generalisations, may be a way around this.

▪ While messages reflecting the broader impact of disability employment for the social good or the economy are accepted, they lack personal relevance and do not involve audiences. This is a **moral issue for many open employers however, and communications could leverage this effectively, but must be expressed in a way that employers can relate to on a personal level**.

A series of recommendations for the development of the communications appear in Section 10 of this report.

1. Introduction

1.1 Background and objectives

As part of its remit to improve the wellbeing of people and families in Australia, the Department of Social Services (DSS) provides support to people with disability through a range of initiatives.

People with disability are considerably under-represented in the Australian labour market. Of the 2.1 million Australians aged between 15-64 years who identify as having a disability, 53.4% are actively seeking work or already in employment: a proportion that contrasts markedly with the 83% of Australians without a disability participating in the labour market. Moreover, people with disability in the labour market are less likely than those without disability to be employed full-time, and typically face longer periods of both underemployment and unemployment.[2] As a result, many people with disability are denied the personal, social and financial benefits of work, with negative impacts on both the individual, and for the economy more broadly.

The Australian Government is committed to improving employment outcomes for people with disability. As part of this commitment, DSS is planning to launch a communications campaign aiming to build awareness of the benefits of employing people with disability.

In order to inform the development of the communications strategy, DSS commissioned Kantar Public to conduct a comprehensive review of the literature on the topic of employment participation amongst people with disability, focusing on identifying the key drivers and barriers to employment and the role of employers to this end. The review provided preliminary recommendations for a communications strategy, targeting employers with a more positive attitudinal predisposition towards hiring people with disability.

While providing some direction for message territories, framing and delivery approaches to meet these objectives, the review also highlighted a need for primary research to provide a clearer path forward for the communications strategy.

DSS engaged Kantar Public to conduct primary research to 'fill the gaps', with a particular emphasis on eliciting a more robust understanding of the relationship between business characteristics and attitudes/ behaviours; the relative weight of individual prejudicial beliefs for different cohorts of employers and for different decision makers within organisations; as well as the communications needs and preferences of the priority target segment/s.

This report details the findings of this research.

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[2] [2] Australian Bureau of Statistics, *Disability, Ageing and Carers, Australia: First Results, 2015* (Cat. No. 4430.0.10.001). At http://www.abs.gov.au/ausstats/abs@.nsf/mf/4430.0.10.001.

1.2 Methodology

1.2.1 Quantitative research

In order to provide robust measures and enable interrogation and analysis of the attitudes, behaviours, preferences and needs of different employer audiences, the research involved a large **quantitative survey with n=1200 employers** (which has a margin of error of approximately ±3% at the 95% confidence level). The survey was conducted via telephone as this is a more proven methodology (than, for instance, online) in terms of ensuring a representative and inclusive sample, as well as attaining higher response rates amongst a business audience.

For this stage of the research, a survey questionnaire was developed by Kantar Public, with input and approval from the Department (appended). The questionnaire was programmed and tested for interviewing, with fieldwork undertaken by a team of skilled business interviewers at Q&A Research. Fieldwork took place between 18-29 September 2017, with the questionnaire taking on average 15 minutes to administer.

Once contacted, individual respondents were screened during the early stages of the interview to ensure that they had responsibility for hiring practices and were active in the recruitment market (i.e. have recruited in the past 18 months or intend to recruit in the next 18 months).

To ensure representativeness of the survey sample, target quotas were set on business size, location and industry type according to business population statistics from the ABS. These quotas were put in place for n=1000 respondents. An additional 'boost' of n=200 respondents was introduced for achieving extra interviews with employers in medium and large business. Since medium and large businesses represent a small proportion of the total population, the boost ensures sufficient sample to be able to analyse and interrogate data for these audiences at an individual level. Subsequent post-survey weighting ensured the total n=1200 sample was corrected to be representative of the Australian business population.

All research was conducted in accordance with ISO20252 standards.

1.2.2 Qualitative research

Qualitative research was undertaken with people responsible for making hiring decisions in small, medium and large businesses, who were attitudinally 'open' to employing people with disability. The primary focus of this stage of the study was on building understanding of the drivers and barriers to employing people with disability, by exploring the knowledge, perceptions and attitudes of this 'open' cohort of employers.

The qualitative research comprised:

- **7 x group discussions with managers/ owners/ HR managers**: each group included 4-6 participants and was 1.5 hours in duration;

- **5 x workplace visits**: each involved a researcher conducting in-depth interviews with a business leader, HR staff and manager/s on site;

- **4 x individual in-depth interviews** with Indigenous employers, each of which was 60 minutes in duration.

The structure of fieldwork is detailed below.

Audience	Large business (200+ employees)	Medium business (20-199 employees)	Small business (1 – 19 employees)	TOTAL
Group discussions with business owners/ managers	1 x group discussion	2 x group discussions	2 x group discussions	6 x group discussions
Group discussions with HR managers	1 x group discussion	1 x group discussion		2 x group discussions
Workplace visits (each including IDIs with leader, HR and manager)	5 x workplace visits			5 x workplace visits
Business owners/ managers from Indigenous backgrounds	4 x in-depth Interviews			4 x in-depth Interviews

Fieldwork was conducted in Sydney, Shepparton and Brisbane in September 2017.

The recruitment of participants was conducted by a professionally accredited recruiter from our approved supplier panel. Screening questionnaires, along with other materials for recruitment, were developed in conjunction with DSS. Once finalised, recruiters received a verbal briefing and written instructions and guidelines from the project team before commencing recruitment via telephone. An appropriately sized thank you payment was offered to participants to incentivise participation.

A discussion guide for all sessions was developed in consultation with DSS and is appended to this report.

1.3 **About this report**

The report draws on both the quantitative and qualitative sources of data concurrently in order to provide hard figures, subgroup analyses and a richness of detail and insight behind these.

One of the key objectives of the research is to better understand what **'open' employers** think and feel and the processes and preferences they have in terms of recruitment, workplace management, communication and message resonance. Therefore, in reporting measures from the survey, data is largely presented based on those employers who expressed some openness to employing someone with disability[3]. In total n=918 (weighted n=945) employers met this criteria, which provides a highly robust sample for analysis and subgroup comparison. Reflecting this aim, the qualitative sample was also structured to engage and consult with employers who self-identified as 'open' to employing someone with disability.

There are other ways to define and establish openness (and varying degrees of this) including the level of 'commitment' that employers demonstrate to disability employment. This was further examined via a commitment-based segmentation of employers (See Section 2). This demonstrated that commitment was lower than stated openness, and some of the attributes, attitudes and preferences of different 'committed' and 'uncommitted' segments are detailed here.

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[3] Overall openness based on rating 6-10 on a scale of 0 to 10, where 0 is 'we would never employ someone with a disability regardless of their skill level' and 10 is 'we would definitely employ someone with a disability regardless of their skill level'.

The remainder of this report is structured thematically in relation to key research objectives and contains the following sections:

- **Commitment-based segment of employers** (Section 2), where an approach to categorise and identify key employer segments in order to inform future strategies and messaging based on their levels of commitment is presented.

- **Motivations for hiring people with disability** (Section 3), which identifies the beliefs and attitudes that prompt employers to consider hiring people with disability.

- **Barriers and concerns around disability employment** (Section 4), which examines the beliefs and attitudes which may deter employers from hiring a person with disability

- The influence of the **business environment** in shaping hiring decisions (Section 5), where environmental and external influences are explored.

- The perspectives and attitudes of **Indigenous and CALD employers** (Section 6), where differences between these groups are the 'mainstream' employers are identified.

- **Information and support needs** (Section 7), where the type of information and advice and the support mechanisms employers need are examined and discussed

- **Communication channels and sources** (Section 8), which highlights the current communication practices of employers, preferences, and potential channels and pathways for information and messaging around disability employment

- **Message territories** (Section 9), in which a series of messaging areas tested in the qualitative research are explored in order to inform future communications development, and

- **Recommendations** (Section 10), where considerations for the development of the strategy are presented.

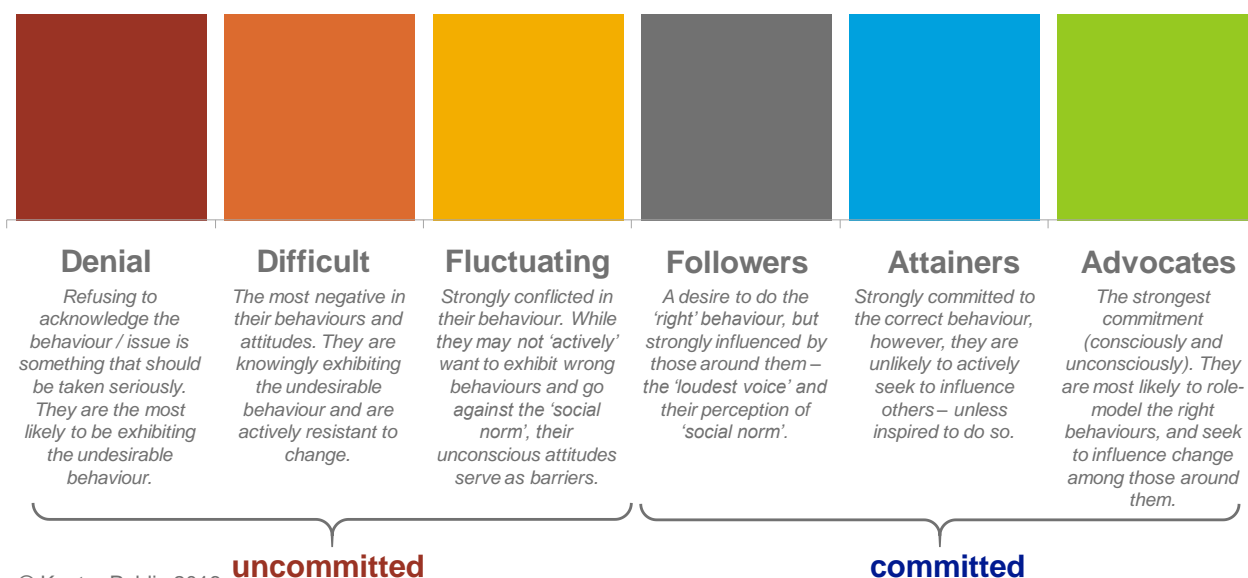# 2. How does commitment to disability employment vary?

In considering future strategies, interventions and communication to employers with the aim of increasing openness to employing someone with disability, the research sought to further unpack the business population into segments, using a commitment-based model. The latest evolution in behaviour change thinking indicates a need to move away from self-reported intentions towards a more accurate behaviour predictor – commitment. Strong or weak levels of commitment are better at explaining why people do or do not act as they intend, or stick with intentions. The commitment model helps to understand how to bridge the intention-action gaps, and convert target segments to committed states, and ultimately predict and generate sustained behavioural change.

2.1 Creation of the commitment segmentation

Measuring commitment is not a single construct, since commitment is a complex human concept with multiple dimensions. The measurement involves behaviour-specific contextualised questions on four dimensions:

- **Cognitive dissonance**: to understand cognitive dissonance, we determine whether people are experiencing "comfort" or "discomfort" with their existing value / behaviour;

- **External influence**: to understand external influence, we determine the extent to which people believe it would be difficult to change, even if they really wanted to;

- **Ambivalence**: to understand ambivalence, we determine whether people are torn when they think about the issue / behaviour, identifying more reasons for / against; and

- **Involvement / Importance**: to understand involvement, we determine the extent to which people consider the issue / behaviour something that is important to them personally.

Six segments are created through the analysis of responses to customised, contextualised questions on the four dimensions:

| Denial	Difficult	Fluctuating	Followers	Attainers	Advocates
Refusing to acknowledge the behaviour / issue is something that should be taken seriously. They are the most likely to be exhibiting the undesirable behaviour.	*The most negative in their behaviours and attitudes. They are knowingly exhibiting the undesirable behaviour and are actively resistant to change.*	*Strongly conflicted in their behaviour. While they may not 'actively' want to exhibit wrong behaviours and go against the 'social norm', their unconscious attitudes serve as barriers.*	*A desire to do the 'right' behaviour, but strongly influenced by those around them – the 'loudest voice' and their perception of 'social norm'.*	*Strongly committed to the correct behaviour, however, they are unlikely to actively seek to influence others – unless inspired to do so.*	*The strongest commitment (consciously and unconsciously). They are most likely to role-model the right behaviours, and seek to influence change among those around them.*

uncommitted   **committed**

The commitment segmentation of employers

The distribution of employer segments is depicted in Figure 1. A number of points emerge here which have implications for potential approaches and interventions:

- **Currently, almost two thirds of employers are largely uncommitted to employing someone with disability.** This is split fairly evenly between those in 'Denial' (31%) and those who are 'Fluctuating' (34%) in their beliefs and behaviour. While the Denial segment will require significant (and almost certainly, long-term, sustained) effort to 'convert' towards being more open in their attitudes and behaviour towards employees with disability, the Fluctuating segment are more conflicted in this regard and are more amenable to influence in the medium term, particularly if attitudinal barriers and norms can be challenged.

- **There are no (0%) employers represented in the uncommitted, 'Difficult' segment.** This can be explained by the nature of the behaviour that is being sought, since this segment would be diametrically opposed to, and indeed vocally reject, the concept that *anyone* should employ people with disability. Often, this segment is described as the 'vocal minority'. And while they are often small in their size (within any population group or behaviour of interest), they can be powerful in generating broader negativity and confusion around the issue they oppose. It is therefore considered positive this potentially 'opposing force' does not exist.

- Most of the committed employers feature in the 'Followers' segment – indeed one quarter of employers (25%) are considered a potential opportunity in this regard. Their 'Follower' status likely stems from the nature of relationships and influences within workplaces, as well as potential constraints associated with workplace settings and environment. That is, while these employers express a desire to do 'the right thing', they are often constrained and influenced by others around them and perceptions and biases built on dominant norms and values. Converting such employers towards the desired behaviour may require supporting changes to workplace settings and culture, and helping them 'walk the walk' rather than just 'talk the talk.'

- **'Advocates' (8%) and – to a greater extent – 'Attainers' (3%) represent only a small proportion of the employer population**, and this reflects the weight of research in this area. Advocacy and attainment is influenced by 'individual' in addition to 'business' factors – i.e. a personal or vested interest or strongly passionate, moral viewpoint on the issue.

Figure 1: Commitment-segmentation of employers
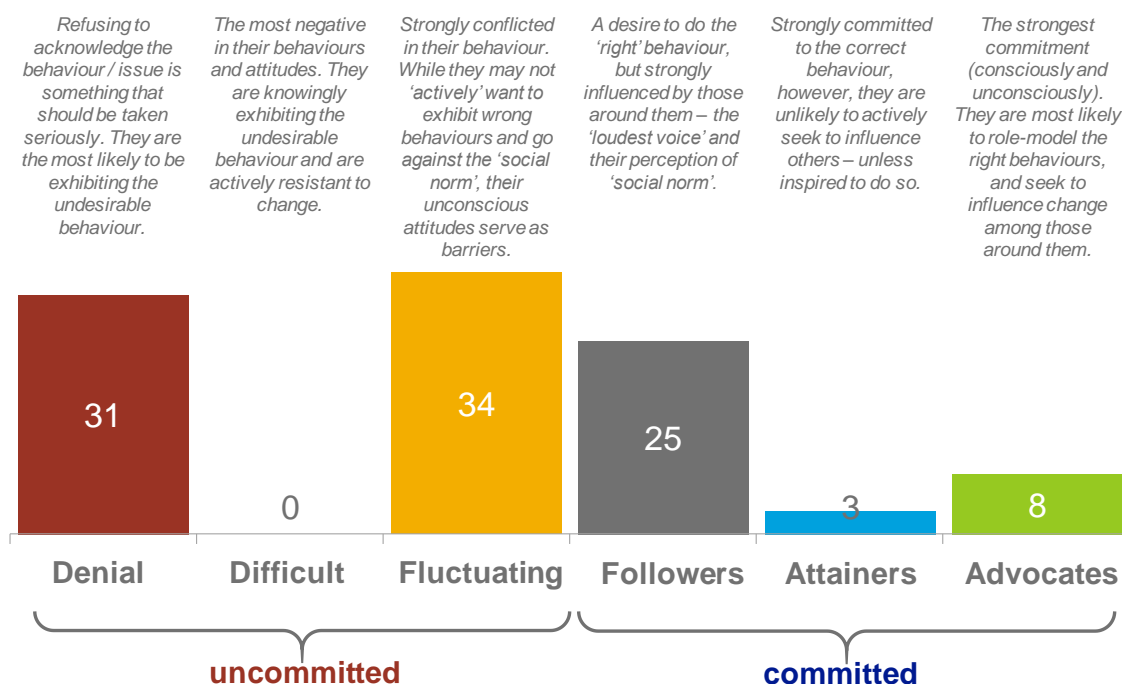
How do these segments align with business size?

It was evident across this research (and reflective of much previous research) that employer attitudes and behaviours towards employing people with disability is frequently correlated with business size. That is, larger businesses are typically more likely to report openness to employing someone with disability, express positive attitudes and fewer barriers, and actually employ people with disability. This is replicated through the commitment segmentation model in that **large and, to a lesser extent, medium-sized businesses are less likely to contain employers who are in the Denial segment**. However, beyond this the pattern is far more nuanced and complex than one might initially conceive, and suggests that other factors are influencing the genuine commitment of larger business in this area, even if they have people with disability within their workforce.

As noted above, the strongest levels of commitment come from those individuals who are passionate and actively advocating and promoting the issue of disability employment. Such attitudes are as likely to be **influenced by individual motivations and beliefs** as they are business characteristics. Thus, while large business is marginally more likely to contain Advocates and Attainers than other businesses, this difference is not substantial. Indeed, it was apparent in the qualitative research that there were individual advocates for disability employment within smaller as well as larger business.

Large businesses are more likely than other business to comprise of the Follower and Fluctuating segments (71% of large business fit into these segments, as opposed to 59% of all business). They essentially sit somewhere in the middle – able to see positive and negatives, facilitators and barriers. They are not closed to **the prospect of employing someone with disability**, and do not dismiss it as a topic or area of business focus. One influencer of this is that large businesses are more likely to have structures and mechanisms – such as policies and resources – to promote diversity and, in theory, facilitate the employment of people with disability. Essentially, **it is something which is on their workplace policy agenda** (or, is at least not absent from workplace policy). However, influences of others within the business and prevalent attitudes and norms around disability can undermine individual commitment to this (both positively, and negatively), even if they do enact the desired behaviours.

Differences in segment composition are less pronounced for medium-sized business and are largely in line with the segment composition of the total business population. This seems reflective of the wide band and divergence in what constitutes a medium-sized business and one could hypothesise that 'upper-medium' businesses are more likely to be similar to larger business, while 'lower-medium' are more likely to be like small; indeed, such observations were apparent in some of the qualitative discussions whereby 'upper-medium' business exemplified similar structures and attitudes to large business while 'lower-medium' appeared often, attitudinally and behaviourally, in a similar position to small business employers.

What else can the segments tell us?

The segments provide a framework from which to consider the prioritisation and development of initiatives and strategies that can be more targeted and resonate with employers based on their situation, openness, attitudes and needs. It can also point to commonalities across different audiences which may validate more universal approaches to impact and effect change in different contexts. In theory, the aim of strategies would be to shift or 'convert' segments upwards in terms of their commitment, so that they are more inclined to exhibit the desired behaviours. Understanding what motivates them and – critically – what barriers stand in the way can be a useful starting point from which to do this.

A 'snapshot' of the profile and key attitudes of the four most prominent segments: Advocates, Followers, Fluctuating, and Denial appears below.

ADVOCATES

8%
of employer population

Advocates are the most committed segment, viewing the employment of people with disability as a highly important issue, feeling highly enthused about and likely to do it, and confident and equipped to do so. They are, essentially, standard bearers and, given this, could be valuable to harness in challenging preconceptions and biases relating to the issue and promoting positive messages through both informal and formal networks

- - **More prominent in not for profit and related sectors**

- - **High representation amongst HR and administration**

- - **Skew towards younger and female employers**

- - **More likely to be employing people with disability**

How do their attitudes and beliefs compare?

✓ Strongly recognise the importance that their workforce reflects the diversity in the community by including people with disability, and most likely to identify benefits of employing people with disability in terms of loyalty and attitude to work.

✓ Less likely to demonstrate negative attitudes towards employing people with disability or to attach risk to employing people with disability.

✗ Barriers focus on the suitability and fit of people with disability to be able to integrate and operate effectively within the workplace.

FOLLOWERS

25%
of employer population

Followers see the issue as important, but hold some reservations around the perceived complexity of hiring people with disability, and can be influenced by prevailing norms,. Nonetheless, they are attitudinally open and supportive of disability employment and so represent a key target group for attention, particularly if structural and attitudinal barriers can be addressed or alleviated.

More prominent in larger business

Represented across industries, with skew to manufacturing

Prominent in HR roles

Dispersed between gender and age groups

How do their attitudes and beliefs compare?

✓ Recognise the importance of employing people with disability to reflect the diversity in the community.

✓ Most likely segment to express interest in wage subsidies and consider these more likely to have an influence on their decision.

✗ Limited self-efficacy and concern around convincing others to support hiring a person with disability.

✗ Areas of concern relate to integration into the workplace and suitability for roles, with associated perceptions regarding safety and the need for increased support and supervision.

FLUCTUATING

34%
of employer
population

On face value , the Fluctuating cohort place importance on the issue of disability employment, feel they are reasonably equipped to employ people with disability and indicate some motivation to do so. However, this does not always transpire into their behaviour, suggesting some subconscious biases and / or other environmental barriers are likely to come into play.

- - - **More prominent in larger business and not for profits**

- - - **Skew towards middle management roles**

- - - **More likely to be younger and female**

- - - **Representation amongst CALD and ATSI employers**

How do their attitudes and beliefs compare?

✓ Supportive of diversity in the workplace and less likely than average to believe that employing someone with disability represents a commercial risk.

✗ Perceive difficulties regarding cost associated with employing a person with disability, and the extent to which their business is equipped to employ people with disability.

✗ Concerns focus on suitability and fit, supervision and support required.

✗ Self-efficacy to manage and deal with issues related to the employment of people with disability is also a barrier,

DENIAL

31%
of employer population

The Denial segment are the most closed group to disability employment, often lacking any enthusiasm towards it nor seeing it as a particularly important issue. While some might consider themselves able to take on someone with disability, it is not something which they deliberately contemplate. As such, they are the segment least likely to be influenced by initiatives in this area.

- - - **Higher representation amongst micro and small business**

- - - **More prominent in blue collar and primary industries**

- - - **Skew towards (small) business owners and managers**

- - - **Skew towards older and male employers**

How do their attitudes and beliefs compare?

✗ Most likely to hold prejudicial views of employees with disability

✗ Substantial uncertainty and ambivalence towards the pros and cons of employing someone with disability.

✗ Greater tendency to view people with disability as unsuitable for their business

✗ More likely to question whether their business is equipped and prepared for the employment of people with disability in the workplace.

2.2 What are the implications of the segmentation for the communications strategy overall?

A primary purpose of the segmentation was to identify the cohorts of employers most likely to be predisposed to 'committing' to employing people with disability, as the 'low hanging fruit' for the communications strategy.

We know that the **'Advocate' and 'Follower' segments are most likely to be impacted by communications to this end, and are therefore the primary target for communications.** It is particularly notable that while the Advocate cohort of employers is essentially 'sold' on the merits and benefits of employing people with disability, not all Advocates are currently employing a person with disability (indeed, 6% of the employer population are Advocates who are not currently employing a person with disability). This could be considered an immediate opportunity.

Engaging the Fluctuating and Denial segments on this issue is likely to be more challenging. While the Fluctuating segment purports attitudinal openness and positivity towards employing a person with disability, when compared to other segments, this is less likely to translate into a behavioural response, being more behaviourally resistant. The Denial segment also presents an obvious challenge for strategies and messaging given their lack of active engagement and interest in disability employment.

2.2.1 Who is the optimal target audience for communications?

Based on the profile of the Advocate and Follower segments (and taking into consideration of the profiles of the Denial and Fluctuating segments), this means that the communications is likely to have greatest success targeting:

- **Medium and larger sized businesses;**
- '**White collar'** industries including not for profit sectors, health, social care, education and the arts, and business services; and
- **HR and similar administrative or operational positions in the business. Line managers to a lesser extent.**

2.2.2 Considerations for strategies and messaging

Engaging Advocates…In order to engage Advocates, it is vital to:

- Reaffirm their positive attitudinal state by confirming the importance and value of employing people with disability;
- Facilitate pathways for them to see / read about others who employ people with disability.
- Ensure information about accessibility requirements and workplace adjustments, and where to source this information, is prominent;
- Ensure they can act out this openness in practice by providing clarity on how to access people with disability in the labour pool.

Additionally, from a more opportunistic viewpoint, these people are called advocates for a reason, and tapping into their passion, support and positive beliefs to spread the message more broadly amongst employers could be highly valuable. This might be achieved by engaging such employers more visibly, to deliver testimonials and 'good news' stories, help promote the benefits of disability in their own and other workplaces, and offer specific practical advice and support to others to overcome implementation barriers. They can, potentially, lend a high profile, face to the business and social case of employing more people with disability.

Engaging Followers… Followers are open to the employment of people with disability but appear to need some support and motivation to translate this into behaviour. Some of this seems to come down to offering

them tools and resources to have more influence and sway others within their organisation, and break down some of the concerns over things such as workplace integration, safety, and supervision requirements. More strongly targeting this group through wage subsidies and other incentives – with possibly more proactive outreach and support from Disability Employment providers – could provide a tipping point to increasing their employment of people with disability. From a communication perspective, approaches which engender greater motivation to enact change and challenge their passivity (for instance by promoting and supporting benefits and challenging perceived barriers and biases) could be a way forward.

The remaining sections of the report focus on findings pertaining to medium and large employers who express openness to employing people with disability, as the primary target group for communications. The aim is to extend our understanding of their attitudes and beliefs, and communications preferences so as to inform the development of the strategy further.

3. What motivates 'open' employers to hire people with disability?

For 'open' employers across the medium and large business cohorts, the motivation to employ a person with disability is underpinned by a sense of moral imperative. They show strong empathy towards people with disability and the obstacles they are likely to face in gaining employment. They are also, however, appreciative of the benefits that people with disability can offer workplaces, particularly in terms of corporate image and attitude to work. The role and impact of wage subsidies as incentives for employers in these cohorts is uncertain.

3.1 Employing a person with disability is the 'right' thing to do

✓ --- Support for inclusion and diversity

✓ --- Resonance of 'the fair go'

✓ --- Empathy and 'if it happened to me'...

✓ --- A sense of self-gratification

The research clearly demonstrates the significance of **morality and emotion** in motivating employers to hire people with disability. The overwhelming majority of the 'open' employer cohort regarded this as an issue that was personally important to them (93% of large businesses; 89% of medium sized businesses), while the moral imperative of hiring people with disability also emerged as a resonant factor during the qualitative discussions. For both large and medium sized businesses, there was a **strong personal conviction around giving someone with disability an opportunity, tapping into progressive values around equality and a 'fair go'**.

> *"It makes the business feel like they're doing their bit' (Manager, medium business, Shepparton)*
>
> *'It makes you feel good. It gives you the warm and fuzzies. It makes you think that you're socially responsible and you're progressive.' (Manager, medium business, Sydney)*

Many 'open' employers showed a **great degree of empathy** with people with disability, often drawing on their personal experiences and familiarity with people with disability (e.g. family members, friends). The disposition of some employers led them to feel that – *if circumstances were right* – they might favour candidates with disability, perhaps over others who did not have a disability. In several of the discussions employers alluded to the potential for them to 'positively discriminate' towards people with disability, out of a desire to give them an opportunity to work.

"Sometimes you can have a bit more empathy with that person I think. And you can think this person deserves a chance more than others." (Middle Management, Medium business, Brisbane)

3.2 Employing a person with disability can also be a 'good' thing for the business

- ✓ --- Introducing fresh ideas, perspectives and opportunities
- ✓ --- Fostering improved workplace cohesion and harmony
- ✓ --- Building a positive corporate image and brand
- ✓ --- Broadening the talent pool and meeting skills need

While for many open employers, the moral drivers to employing someone with a disability are powerful, on a more rational level, there is also recognition of the **business benefits** in terms of both corporate image and reputation, as well as the desirable personal attributes that employees with disability often bring to businesses.

Perceived benefits: Business image

While fostering workplace diversity was considered important from an ethical perspective, there was cognisance of the **positive impact of diversity on the bottom line**. Among the benefits associated with a diverse workplace – including representation of people with disability – were:

- The introduction and inclusion of different perspectives and ideas within the workplace potentially fostering greater **innovation and business opportunity**;

  "When you are looking for new ideas and everything else, they have so much of a different experience they can bring to the organisation." (HR, Medium business, Brisbane)

- Improved workplace **cohesion and harmony**, understanding of and respect for individuality and difference;

  'It can change the culture, it can change people's thinking. It can break stereotypes.' (Manager, medium business, Sydney)

- Building a **positive external image**, both in terms of attracting potential future employees and projecting an inclusive, diverse brand to clients and customers; and

  'If you see a business is employing someone with a disability, you think – good on them – they're doing their bit!' (Manager, medium business, Shepparton)

  'It's being a good example to other companies that are out there as well. It's showing them that you'll accept anyone as long as they're right for the job. And I feel like more companies need to be more accepting of that as well.' (Manager, medium business, Shepparton)

- Opening up a **broader labour pool** than may have traditionally been the case, which may help to fill vacancies in areas of skills shortage.

Perceived benefits: Positive attributes of staff

The research also revealed perceptions that people with disability might bring **valuable qualities that are often sought by employers.** As Figure 2 below shows, **t**here was widespread agreement that employees with disability have a good attitude to work, and are loyal to the business.

Figure 2: Positive attributes associated with people with disability
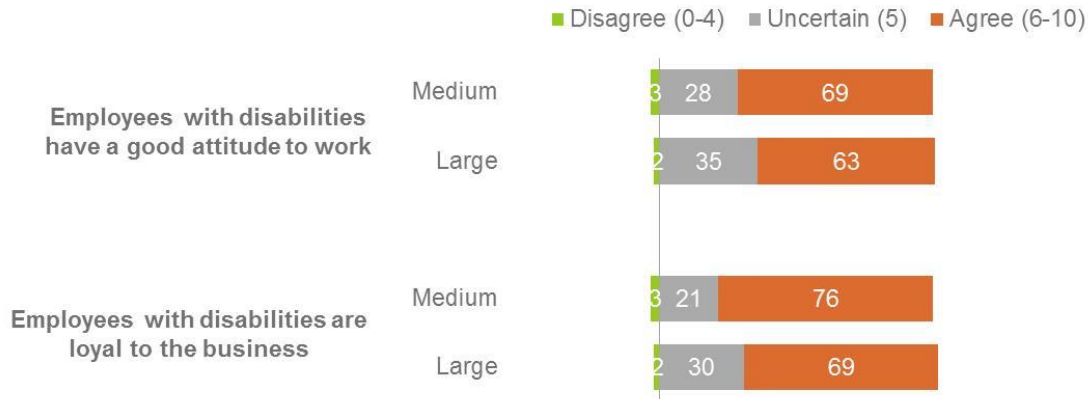
QC7. Using a scale of 0 to 10 where 0 is strongly disagree and 10 is strongly agree, to what extent do you agree or disagree that...
Base: Employers 'open' to employing someone with disability (medium business, n=151; large business, n=102)

The findings were also reflected in the qualitative research, during which participants made mention of the **resilience, strong motivation and commitment** often shown by employees with disability. To some extent, there was a perception that these employees could 'outshine' other staff and proved to be some of the most productive workers.

> *"For want of a better word, they work their arses off...because they're proud of the opportunity. One of the individuals that works for us, he's so grateful to have the opportunity for a role here, he's one of the best guys we've got." (HR, Large business, Brisbane)*

3.3 What role do wage subsidies play in motivating employers?

?	- -	Lack of awareness and understanding
?	- -	Unlikely to offset costs / small sum
?	- -	Bureaucracy and processes to obtain
?	- -	Stigma attached to someone on a subsidy

The research suggests that, while wage subsidies are of interest to some employers (particularly smaller businesses), the extent to which they motivate employers to engage people with disability is uncertain.

As demonstrated in Figure 3, around a quarter of 'open' employers in medium sized business (26%), and around one in five 'open' employers in large business (19%) agreed that a wage subsidy would encourage them to hire a person with a disability, with the remaining 74% - 81% either uncertain or unconvinced that a wage subsidy would influence them in this way.

Figure 3: Influence of wage subsidies

I would be more likely to hire someone with a disability if their wages were subsidised

% — ■ Disagree (0-4) ■ Uncertain (5) ■ Agree (6-10)

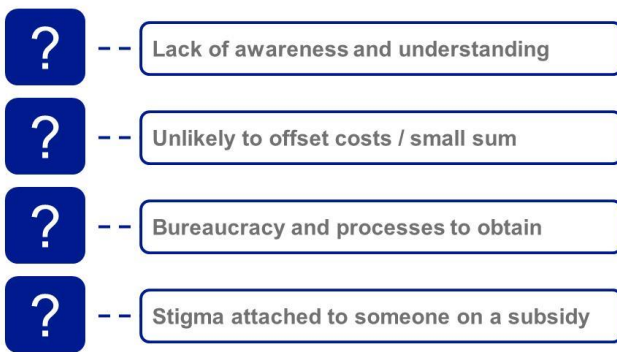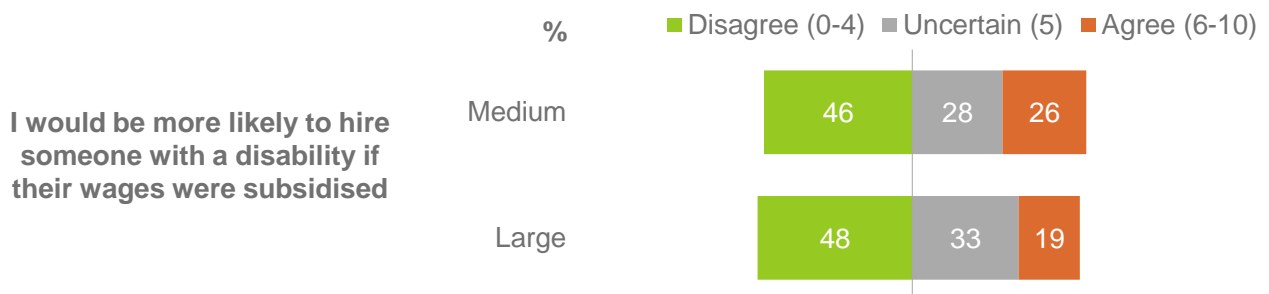|	Disagree (0-4)	Uncertain (5)	Agree (6-10)
Medium	46	28	26
Large	48	33	19

QC7. Using a scale of 0 to 10 where 0 is strongly disagree and 10 is strongly agree, to what extent do you agree or disagree that...
Base: Employers 'open' to employing someone with disability (medium business, n=151; large business, n=102)

The qualitative research revealed both a lack of nuanced understanding of wage subsidies (in terms of amounts, what is covered, how you access them etc.) and conflicting views on the topic. There was some assertion that a subsidy might 'tip the balance' in terms of taking on an employee with a disability. For the most part, this came down to a financial **cost-benefit calculation** in terms of whether the subsidy provided would positively offset perceived costs or not (i.e. from such things as workplace adjustments, lower productivity, and training). However, this was frequently tempered by the caveat that the candidate was suitable for the role and met other recruitment considerations – i.e. most employers would not take on someone with disability *solely or predominantly* because they came with a wage subsidy.

> *'If it's $20 grand a year on a $60k salary, you've just dropped the cost of that person by 30% - that's not small.' (Middle manager, Medium business, Sydney)*

Other employers were more sceptical and dismissive of wage subsidies and indicated that they would do little, if anything, to impact their propensity to employ someone with disability. This stemmed from a number of beliefs including:

▪ A calculation that **subsidies would be insufficient** to offset the perceived financial and 'other' costs of employing someone with disability;

- **Stigma associated with candidates attached to a wage subsidy** – i.e. connoting that such a candidate has inferior skills, experience, capacity etc. and needed a financial incentive to be 'employable';

- **Uncertainty regarding the process** for attaining subsidies and a negative perception of process, burden and bureaucracy involved; and

- The **relatively small sum** assumed available for subsidies which, in the context of larger turnover businesses in particular, was deemed fairly insignificant and 'not worth bothering with'.

4. What deters open employers from hiring people with disability?

Despite recognising the benefits of hiring people with disability, many employers put caveats in place for the employment of people with disability that appear more likely to act as barriers to their employment. **Unlike smaller sized businesses, medium and larger sized businesses largely do not show extensive bias or prejudicial beliefs** around the productivity of people with disability, likelihood of absenteeism, or the negative reaction of staff or clients. Rather, their concerns related more strongly to a **lack of awareness and understanding of disability employment** in terms of job suitability, supervision and integration into the workplace, and, associated with this, the belief that employing a person with disability was going to be in some sense complex or difficult.

4.1 Employers lack awareness and understanding of disability employment

- **?** -- Suitability of work
- **?** -- Inclusion and integration
- **?** -- Accessibility
- **?** -- WH&S implications

A lack of awareness and understanding was evident in relation to many aspects of disability employment: from work suitability, inclusion and integration, to accessibility and safety risks. These were not in themselves considered reasons not to hire a person with disability. They did, however, contribute to a perception of **'extra effort'** required in hiring a person with disability, which made the decision to do so slightly more complicated and involved than it might be for a person without a disability. The concern that employing someone with disability in the workforce would require extra work, time for adjustment, and potentially be more disruptive to team cohesiveness and culture acted as an implicit barrier to their employment.

"It's just too hard. All of it. It's like I don't want to go through the process. What am I going to have to change, what am I going to tell the staff, how am I going to have to manage the other staff, am I going to have to train all the other staff? ...Make sure there's no bullying, what's appropriate, what's not. Can we talk openly, do we have to have separate meetings now, is that discriminating and isolating?" (HR, Medium business, Brisbane)

'if you've actually done that (hired someone with a disability) – that is really putting your money where your mouth is – this is a big deal. It's not just something you can play with academically. You're going to have to accommodate someone and your team accordingly. You're going to do something that is going to require you to rethink your workflows, how things are set out, how things are laid out – and work it out according to what his needs are – it requires you to be serious about it.

It's a commitment.

A commitment to the community.' (Middle manager, Medium business, Sydney)

The areas of greatest concern and confusion for medium and large employer are described in more detail below.

4.1.1   How well suited are people with disability to the work that we do?

Some of the most prominent hurdles to the employment of people with disability relate to employer concerns regarding suitability and fit into the role and business environment. Employers often explained their viewpoint in relation to the physicality of roles and tasks and / or accessibility of work environments, usually reflecting first and foremost on people with physical disabilities. A few considered intellectual, sensory and mental disabilities and noted potential restrictions these could place on the roles and tasks that an individual can undertake. Essentially there was an assessment that employment of people with disability would be treated on a case-by-case basis and very much depended on the match between candidate skills, aptitudes and perceived capabilities (or, more commonly, restrictions) and the type and nature of the role in question.

> *"I suppose disability is such a broad term. It's hard to say what's a strength or weakness because it's such a variety. I don't feel I can… it would be a weakness if someone's in a wheelchair because they can't perform the job I need them to do." (HR, Large business, Sydney*

Despite the acknowledgement that suitability is contingent on the type of role, tasks involved and the disability in question, around six in ten medium (61%) and large 'open' employers (65%) placed caveats on the roles and responsibilities they could offer to people with disability.

Figure 4: Suitability and fit to workforce
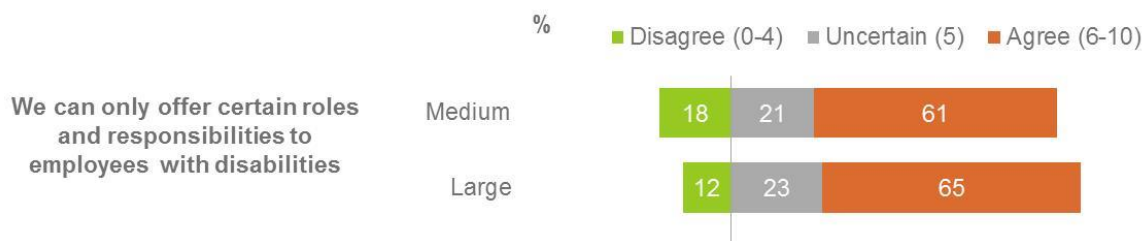
QC7. Using a scale of 0 to 10 where 0 is strongly disagree and 10 is strongly agree, to what extent do you agree or disagree that...
Base: Employers 'open' to employing someone with disability (medium business, n=151; large business, n=102)

4.1.2   How do I include and integrate people with disability into the workplace?

The research also revealed considerable uncertainty around the **inclusion and integration** of people with disability within the workplace, and their needs in terms of supervision and management. As Figure 5 below shows, around four in ten medium (41%) and large (46%) 'open' employers were of the view that a person with disability would require extra support or supervision, while a third of medium employers (34%) and 41% of large businesses were of the view that integrating a person with disability would be difficult.

Figure 5: Supervision and integration

%   ■ Disagree (0-4)   ■ Uncertain (5)   ■ Agree (6-10)

An employee with disability needs greater support or supervision than other staff

	Disagree (0-4)	Uncertain (5)	Agree (6-10)
Medium	24	35	41
Large	21	33	46

It can be hard to integrate some people with disabilities into the workforce

	Disagree (0-4)	Uncertain (5)	Agree (6-10)
Medium	26	40	34
Large	23	35	41

QC7. Using a scale of 0 to 10 where 0 is strongly disagree and 10 is strongly agree, to what extent do you agree or disagree that...
Base: Employers 'open' to employing someone with disability (medium business, n=151; large business, n=102)

In the qualitative research, this type of concern was particularly raised by line managers and team leaders, who were unfamiliar with people with disability, and wanted guidance around the most appropriate and effective ways to work with them on an every-day basis. Concern was voiced, in particular around how to manage the reactions of other staff, so as to ensure that the person with disability was not excluded or bullied.

> *'If we make the decision on who we hire – the things that we care about are the things that affect us on a day to day basis – how do we make sure this person doesn't feel excluded and is happy at work – all that sort of stuff.' (Middle manager, Large business, Sydney)*

4.1.3 How equipped is my workplace?

The perceived inaccessibility of workplaces was a recurring theme in the research, as employers pointed to the difficulty of accommodating a person with disability in their working environment. While this was most commonly a concern for smaller businesses, around four in ten medium 'open' employers (43%) and a third of larger 'open' employers (32%) were either uncertain that their business was equipped to employ someone with a disability or of the view that it was not equipped to employ someone with a disability.

%   ■ Disagree (0-4)   ■ Uncertain (5)   ■ Agree (6-10)

My business is equipped to employ someone with a disability

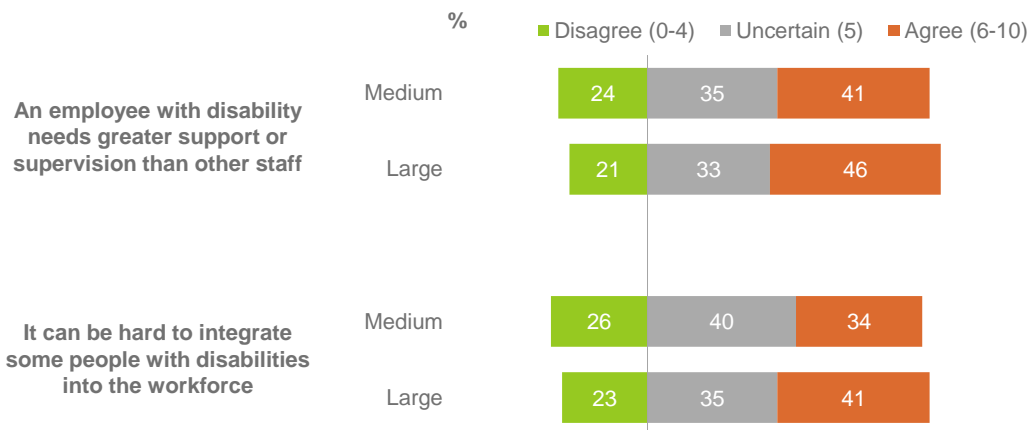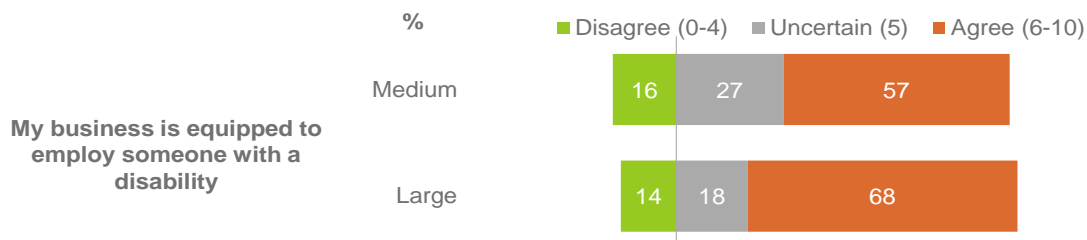|	Disagree (0-4)	Uncertain (5)	Agree (6-10)
Medium	16	27	57
Large	14	18	68

QC7. Using a scale of 0 to 10 where 0 is strongly disagree and 10 is strongly agree, to what extent do you agree or disagree that...
Base: Employers 'open' to employing someone with disability (medium business, n=151; large business, n=102)

Allied with this, was a great deal of uncertainty around the extent to which adjustment would be required, with many participants tending to assume that **extensive adjustment would be necessary,** likely at great cost. There was generally **limited awareness of government subsidies, and poor knowledge of what they might cover.**

> *'You're thinking this guy or this guy, and if you have to go with this guy, you have to make all those changes: will it cost me? You'd just steer towards one who is pretty close to the mark anyway.'*
> *(Middle manager, Medium business, Shepparton)*

4.1.4   What are the implications for WH&S?

While medium and larger employers tended not to have the same degree of concern around safety or legal risks associated with hiring people with disability, there was some uncertainty about the implications of employing a person with disability from a WH&S perspective. As illustrated in Figure 6 below, around a quarter of 'open' employers in medium (28%) and large (22%) sized businesses were of the view that hiring someone with disability could increase health and safety risks in the workplace.

Nonetheless, this tended not to be identified as a reason not to hire a person with disability, as it was on occasion for smaller employers. Indeed, some 'open' employers in medium sized businesses viewed this as something which could motivate business to make improvements to the environment, which in turn would have positive flow on effects for all staff members. Thus, while this belief persists, it can be viewed as surmountable and lead to beneficial change.

Figure 6: Workplace safety and legal risk to the business
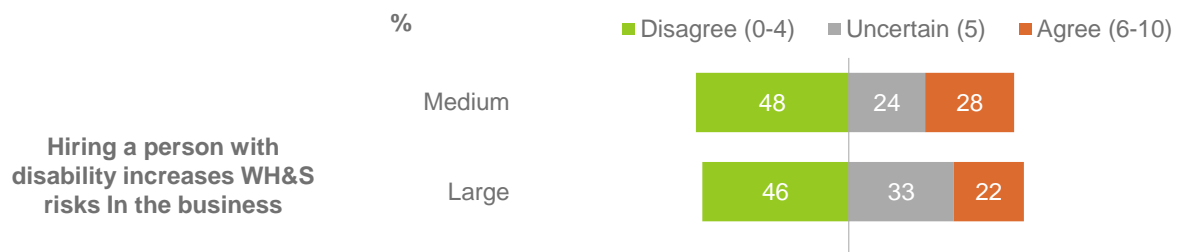
QC7. Using a scale of 0 to 10 where 0 is strongly disagree and 10 is strongly agree, to what extent do you agree or disagree that...
Base: Employers 'open' to employing someone with disability (medium business, n=151; large business, n=102)

4.2 Concerns around disabilty employment are strongest for blue collar industries

- Greater openness in white-collar, office-based industries
- Stronger misgivings in blue-collar, industrial sectors
- Perceptions correlate with exposure to people with disability
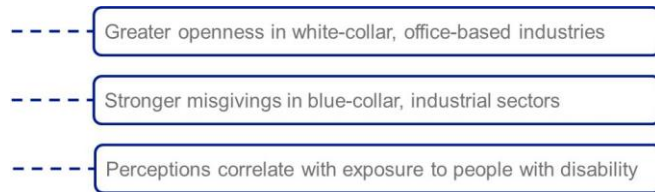
The research suggests that **employers in traditionally blue collar or manual industries may have the widest range of misgivings about employing people with disability** – extending from uncertainty around the suitability of the work or the working environment for people with disability, to concern around workplace health and safety, staff supervision, and employee integration. By contrast, employers in white collar industries appear to have far fewer concerns about role suitability or WH&S risk, though, to some degree, are also apprehensive about integration and supervision.

A synopsis of the key drivers and barriers for employers in six major industry groups appears below:

- **Employers in the services industries** (business and professional services) appear to hold the most supportive attitudes to hiring people with disability. They are notably less likely than employers in other industries to be concerned about the integration of employees with disability into the workforce, or to believe that they will require more supervision or support. They do not appear to have the same reservations about role suitability as employers in other industries, and are less likely to identify risks to hiring people with disability in term of WH&S or discrimination claims.

- **Employers in retail and accommodation and food services** are also largely positive about hiring people with disability and, like those in the services industries, tend neither to be as concerned as employers in other industries about role suitability, nor to perceive significant risks with hiring people with disability. They show slightly greater concern, however, about impacts in terms of workplace supervision and integration.

- **Employers in social/ healthcare/ education services** are amongst the least likely to attach risk to hiring people with disability. While they also show low levels of concern about supervision, they do seem to be wary of integration, and are somewhat more concerned than other employers about how their customers will react to staff with disability.

- **Employers in the construction industry** appear to be most concerned about hiring people with disability in a variety of ways. The research suggests that they have greatest reservations about role suitability, feel poorly equipped to accommodate staff with disability, are most explicit in attaching WH&S and discrimination risks to employing people with disability, and are most likely to believe that people with disability will take more time off work. They also show high levels of concern about supervision and integration.

- **Employers in manufacturing** are less likely to see role suitability as problematic, but share high levels of concern around integration and supervision, and WH&S risks. Interestingly, they are also the employer cohort most likely to believe that hiring people with disability may be unfair on other staff, though this is a relatively low level concern overall.

- **Employers in other primary industries** show high levels of concern about role and workplace suitability, and are also likely to see employing people with disability as a WH&S risk. As for other employers, supervision and integration are also concerning for this cohort of employers.

It is important to note that the difference in attitudes between employers in white and blue collar industries also reflects the extent of their experience in employing people with disability. Many more of the employers in

white collar industries were employing people with disability than their counterparts in blue collar sectors. This again, points to the impact of experience and familiarity in driving positive perceptions of disability.

5. How does the business environment influence employers' hiring decisions?

The research also demonstrated the role of a range of **workplace influences** in shaping the perspectives and attitudes of employers around disability recruitment. For open employers, workplace influences were often very significant in facilitating the employment of people with disability. This was apparent in subtle and implicit ways through the design of buildings, policies and processes; as well as more explicitly through advocacy, support or assistance available to hirers within the organisation. The workplace can have a powerful impact on employers: in some cases helping to normalise disability employment, while in others, making it exceptionally difficult.

5.1 For larger business, HR support drives acceptance and normalisation

For many 'open' employers in large businesses, hiring people with disability is entirely **normal**. Larger businesses are typically both supportive of employing people with disability and well set-up to do so, offering accessible workplaces and flexible working arrangements. For many employers in large businesses, hiring people with disability is not considered anything new or exceptional, and largely not a cause for concern in the way that it is for many smaller sized businesses.

> *'For most big businesses, I don't think it would be a big conversation point or a pro or a con one way or the other – all buildings are fully accessible. I can't see how it would make a difference in terms of someone coming to work. I don't see why it would make a difference…' (Middle manager, large business, Sydney)*

This normalisation of disability in larger workplaces appears to have been driven to a great degree by the often **sizeable HR teams** who support both recruitment and ongoing employment of staff. HR in larger organisations often have considerable knowledge of and commitment to workplace diversity and accessibility, and have designed workplace policies and procedures, and working environments around this. This appears to take a lot of the 'guess-work' out of employing people with disability from a practical perspective, offsetting many of the perceived barriers and obstacles, and helping to create a largely accepting and inclusive workplace culture. These processes and policies implicitly support and encourage the employment of people with disability, in far-reaching ways:

- **Recruiting processes**: the recruitment process at larger businesses is often specifically designed to control against unconscious bias, with input from several people, and the use of standardised recruitment tools to ensure transparency, and hold decision makers to account.

> *"Every time we have an interview it's a panel. Absolute minimum of two people which is generally the hiring manager and someone who is outside of the area – so is the objective person with an unbiased opinion. But generally it's three or four people. We've had up to ten people in a panel before." (HR, large business, Brisbane)*

- **Explicit focus on diversity**: Larger businesses often espouse a commitment to Corporate Social Responsibility, and are conscious of the importance of this for their public profile and reputation. While this is likely to be most pertinent for leaders and HR within the business, it may help to reinforce a culture within the organisation that is explicitly 'pro-diversity', driving positive views and attitudes amongst staff at all levels. A corporate expression of commitment to diversity was thought to send an important message, demonstrating that diversity is something to be encouraged and endorsed through the workplace. While not necessarily motivating for employers in an active sense, the existence of formal policies around diversity were considered significant in raising the profile of the issue within organisations, shaping perceptions of organisational support, and helping to establish an inclusive workplace culture. Over a third of 'open' employers in large businesses (36%) have a diversity policy, compared with 22% of employers in medium businesses.

  'Our recruitment process means that there has to be some evidence – not just a disability – to demonstrate why you don't want to hire them.' (Middle manager, large business, Sydney)

- A commitment to diversity was also aligned with the provision of opportunity for **flexible working arrangements or role adaptability**. Such allowances were also significant in demonstrating to hirers that recruiting a person with disability who had special requirements would be feasible within the business.

- Readily available **support and guidance for employers**: Employers in larger businesses can access guidance and assistance from HR if need be, contributing to a greater sense of self-efficacy around hiring people with disability. They therefore do not appear to share the confusion or uncertainty about employing people with disability observed amongst employers in smaller sized businesses.

Overall, therefore, workplace supports have a significant bearing on the outlooks and experiences of larger employers around disability employment. Essentially, they mean that 'open' employers in larger businesses avoid many of the significant obstacles and constraints that make employing a person with disability a somewhat intimidating proposition for others.

> *'In a large business – all the rest of it is covered off by the process within the organisation. The workers' comp and the accessibility – that would have been covered through the recruitment process – so it's not really my concern. All that sort of stuff…accessibility just wouldn't come into it. It's all done. It's not part of our thought process… '(Middle manager, Large business, Sydney)*

5.2 Medium businesses lack the knowledge and support available to large business and are not aware of government support in this area

On an attitudinal level, **employers from medium sized businesses are very similar to employers from larger businesses**: they see this as a morally important issue, they are appreciative of the skills that people with disability can bring to an organisation, and more supportive of workplace diversity broadly. Nonetheless, employers in this cohort of businesses may lack the knowledge, experience, policies and - potentially – physical environment that make hiring people with disability a far easier proposition for larger businesses.

Part of the difference between the two business cohorts is that **medium sized businesses typically lack the HR function of larger sized businesses,** and the implicit and explicit support for hiring people with disability that a strong HR presence may provide. The research suggests that businesses at the lower end of the medium sized businesses range[4] may approach fairly informally, but with considerable input from directors or senior leaders, supported by 'administrative staff' (e.g. payroll/ book-keepers) who commonly

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[4] Medium businesses are defined as businesses employing 20-199 staff

assume an HR role. Employers at the upper end of the medium sized business range may be more likely to have more formalised recruitment processes, a diversity policy and, for some, a few dedicated HR staff to provide support and guidance. Overall, however, for most medium businesses, the HR function and associated policies and services are notably less sophisticated than in larger businesses.

This is a significant barrier for medium sized businesses: while they recognise the importance of hiring people with disability, there is a **low level of understanding of disability generally, and a high degree of uncertainty and confusion about 'where to start'**. More than a third of 'open' employers in medium sized businesses not currently employing people with disability agreed that they 'wouldn't know how to prepare my workplace for a person with disability' (35%). This sense of uncertainty around the issue was also evident in the qualitative research with this cohort:

> *'When I worked at [large business], you could hire anyone, knowing that they'd be support for it, there's an OH&S manager – they'd love to make a case study… whereas (in a medium sized business) there have to be some practicalities. It makes us uncomfortable to think that it would affect our decision making but…' (Middle manager, Medium business, Sydney)*

> *'In our companies, we don't have an HR person – so I would want to know what I should read to make sure I'm doing this correctly. I would want to be sure that I wasn't going to ask the wrong question or say the wrong thing. I haven't forgotten to do something I needed to do. I don't have that kind of training... ' (Middle manager, Medium business, Sydney)*

5.3   The hiring process may exacerbate barriers for people with disability

Variation in the perspectives of individual members of staff, tension between those inputting into hiring decisions can present an additional challenge for people with disability in some businesses.

Business owners and leaders in lower medium business	HR Personnel	Middle management
▪ More risk averse	▪ Least likely to see this as a risk	▪ Largely positive towards the concept of employing PWD
▪ Poor understanding and engagement with the issue	▪ Committed to diversity and inclusion	▪ Concerns tend to focus more on practical management, integration and supervision
▪ Biased and prejudiced attitudes more overt	▪ Most convinced on the benefits of employing PWD	

The research revealed notable variation in the views and perspectives of different hiring decision makers:

- ▪ Overall, the research suggests that **business owners and leaders in lower- medium sized business are most conservative,** and most likely to show poor understanding in their attitudes towards people with disability and their suitability for employment across a range of measures. By contrast, while there were relatively few **business leaders from large organisations** represented in this study, the findings suggest that they are attitudinally quite different from owners/ leaders at smaller organisations: They are not as involved either in the day-to-day operations of the business, or the recruitment process, so lack the same degree of engagement in issues such as integration or supervision. They are also operating along-side an extensive HR team, who are more likely to be steering strategies and approaches to staffing and recruitment. They are however, far more attune to the importance of CSR to the business and presenting a positive corporate image. As a result, they may be more likely to endorse rather than oppose the employment of people with disability at the business – albeit in a generally detached 'conceptual' way.

- HR staff are potentially the most positive cohort overall –most committed to workplace diversity, most convinced about the benefits of hiring people with disability, and least likely to see this as a risky undertaking. Their greatest concern relates to integration, with 44% agreeing 'it can be hard to integrate some people with disabilities into the workforce'.

   "Okay, say a person with a disability goes in there, can't perform the role and all these people that have got that bias already are just so, it's just confirming it. You've got to be so careful managing that culture and supporting them to be able to succeed. It might be a very small percentage, but what that does to the organisational culture and the acceptance of anything going forward from there is quite harmful." (HR, medium business, Brisbane)

- Though committed to workplace diversity to a slightly lesser degree, **line managers and supervisors are also typically positive about hiring people** with disability. Their concerns relate more to the potential that staff with disability may require greater supervision (44%), with lower proportions expressing apprehension about integration (35%).

The diversity of views and attitudes of those inputting into hiring decisions can create additional hurdles for people with disability. This appears to be particularly pronounced in lower-medium sized businesses, most prominently because of the propensity for business owners and leaders to weigh into hiring decisions in businesses of this size. While HR or administrative staff are generally tasked with placing initial recruitment advertisements and screening applicants, and line managers are often responsible for interviewing candidates, they often make the final decision in collaboration with the business owner/ leader.

   "I don't usually do the initial interviews, but I come in with the second interview and I supervise the test. And I'm part of the final process. They kind of bring me in when they've got one or two candidates and I make the call." [Leader, medium business, Sydney]

This means that even in cases where one individual, such as the HR or line manager, is supportive of the idea of hiring people with disability, another individual can raise risks and concerns within the meeting, leaving the HR/ line manager in the position of advocating on the candidate's behalf. This is a perilous position as the HR/ line manager might decide not to pursue the application in favour of an "easier" candidate to sell to the senior manager. In addition, if the person with veto is a person in senior management, they might not have attended the interview, and might therefore have not met the candidate in question. In this case, heuristics might mean that their prejudices override the "rational" arguments of the individual advocating for the person with disability.

   'Managers are pretty careful about who they put in front of those people, because if it goes badly, people start to question their judgment.' (HR, large business, Brisbane)

This poses a significant barrier for people with disability, as they must not only convince the person who conducts their interview, but also other individuals in the business – potentially, individuals they have not even met. In one of the qualitative case studies, it was stated that the managing director would be likely to veto employing someone with disability; in another, there was concern that individuals within the team would find working with someone with disability difficult. This was felt to be reasonable and appropriate; **team cohesion** was seen as important and the concerns of team members and managers were not to be dismissed.

6. What are the perspectives of CALD and Indigenous employers?

The research suggests employers from culturally and linguistically diverse backgrounds may be less accepting of disability employment than non-CALD employers, showing greater concern around engaging people with disability, across a range of areas. The attitudes of Indigenous employers broadly approximate the mainstream view.

6.1 CALD and Indigenous employers

- - - - CALD employers display more negative attitudes

- - - - CALD also report lower self-efficacy

- - - - No differentiation in attitudes of Indigenous employers

6.1.1 CALD employers often exhibit more negative attitudes and concerns around disability employment

Results from the survey show significant variation between the attitudes of CALD and non-CALD employers who express openness to hiring people with disability. This manifests in terms of this cohort of CALD employers:

- Being more likely to question the **suitability and fit** of employees with disability in their workplace than attitudinally 'open' non-CALD employers. CALD employers were more likely to agree that a person with disability will be unsuitable for a role in their organisation (50% as opposed to 33% among non-CALD employers) and that they can only offer certain roles or responsibilities to employees with disability (73% v 57%). They were also more concerned with the extent the business is equipped to employ someone with a disability (35% disagreeing this was the case v 25% for non-CALD employers).

- Displaying **stronger negative attitudes and prejudices** towards employees' capacity and capabilities in the workplace and the impact this will have on others in the business. This included the perception that employees with disability are more likely to take time off work (24% agree v 16%), increase safety risks (53% agree v 34%) and need extra support and supervision (19% strongly agreeing with this, as opposed to 9% of non-CALD employers). Subsequently they were also more likely to agree that employing people with disability could be unfair on other staff (13% v 6%).

- Demonstrating **lower self-efficacy and influence in the workplace** around this area. CALD employers were more likely than non-CALD to believe that employing someone with disability is a step into the unknown (47% agree v 35%), legislation and policies around disability are too complex (34% v 23%), and they would be worried about saying or doing the wrong thing (41% v 15%). They

were also more likely to express the view that it would be difficult to convince other decision makers to hire a person with disability (47% agree v 19% for non-CALD employers)

Given the more negative views and attitudes of CALD employers in relation to disability employment, the research suggests that communications are unlikely to elicit positive attitudinal or behavioural change with this employer cohort.

6.1.2 Employers from Indigenous backgrounds appear to have attitudes more similar to the mainstream employer cohort

The research also examined the perceptions and behaviours of employers who reported being **Aboriginal or Torres Strait Islander (ATSI),** both through qualitative and quantitative approaches. While sample sizes are relatively low, indications were that this cohort of employers were largely undifferentiated in their beliefs and behaviours to 'mainstream' employers. If anything, both the qualitative and quantitative consultation suggests a trend in ATSI employers being more positive in terms of attitudes and beliefs, but this difference is not statistically significant. The research thus indicates that ATSI employers will be receptive to the same communications and strategies to 'mainstream' audiences.

7. What information and support do employers want?

7.1 Promoting and building on what is already out there?

There is a clear need and appetite among many large and medium employers for greater information and support in relation to employing people with disability. The extent of uncertainty and limited self-efficacy (e.g. being a step into the unknown, not knowing how to prepare the workplace) indicates an influential role for information and support in engendering greater contemplation *and* facilitation of disability employment. For medium-sized employers in particular, support channels, tools and resources could offer possible solutions to tackle some of the practical and structural barriers associated with employing people with disability in the workplace.

It is important to note that much of the information and support needs raised by large and medium employers in the research may already be available from a variety of sources (including for example, state and federal government agencies, disability employment service providers, disability peak bodies, other employers etc.). In which case, it is clear that:

a) **Awareness-raising and promotion** of this and

b) **Greater alignment of information and support to employer communication and engagement preferences** would be warranted.

For instance, this might include better collation and consistency of information into a 'one-stop shop', more proactive engagement and outreach so employers are not having to expend additional time and energy seeking this, and more personalised and tailored support to better reflect employer situations and answer the specific issues that they have.

7.2 Providing practical content which can empower employers to 'make it happen'

The vast majority of large (89%) and medium (88%) employers reported a need for some further information and advice regarding employing someone with a disability. Principally this coalesced into:

*   Practical and pragmatic **information to 'operationalise'** the employment of someone with disability within the workplace (i.e. workplace settings, integration, management, and how this might differ depending on the nature of the disability), and

*   Information and advice on **what support is available** to help them to do this, including any financial incentives.

Being typically more wary of risk and cost, employers in medium sized business were slightly more likely than large business to seek reassurance around the cost implications of employing someone with disability, as well as more detail regarding subsidies and incentives available. They also raised stronger demand for information that addressed issues of managing and supervising people with disability, perhaps reflecting a relative lack of confidence and experience in this area as opposed to large business.

Large business expressed marginally greater interest in information regarding different disability types, though this was also a resonant issue for medium-sized employers. This type of content was often considered in the context of specifics around what this disability means for the employee's capacity, how they can fit into roles and workplace environments, and what the employer needs to do to support someone with this disability so that they can operate and integrate into their business.

> *"What is this disability? What do I need to be aware of? Say, this guy is 5% hearing in the one ear and has a speech impediment because of that, what do I need to do to be able to engage him in a manufacturing environment?" (HR, Medium business, Brisbane)*

Notably, there was little desire emerging for information and content selling the benefits of employing people with disability, with the focus heavily skewed towards practical advice and guidance to make this happen and overcome any perceived obstacles in the way.

Figure 7: Main information content needs identified by medium and large employers

%	Medium business	Large business
Accessibility & workplace adjustments	25	23
How to integrate PWD into workplace	24	24
Info about different disability types	21	25
Rights & responsibilities as an employer	20	20
Available support for employing PWD	18	21
Managing & supervising PWD	17	13
Subsidies & incentives for hiring PWD	12	9
Likely costs involved in hiring PWD	9	3
None	12	11
Don't know	8	10

QE5. If you were considering employing someone with a disability, what type of information or advice would you like to receive?
Base: Employers 'open' to employing someone with disability (medium business, n=151; large business, n=102)

7.3 Filling in the practical support gaps, especially for medium-sized business

Beyond the content areas sought, the research pointed towards a preference for support and advice that could be more personalised and specific in nature. While some of this came down to delivery and the channels through which information could be conveyed and obtained, there was a perception that universal 'blanket' approaches and 'generic' information had limited efficacy in supporting large and medium business to change behaviour. Instead, during discussions, employers often reported value in more **customised and tailored support and advice**, which had specific and direct practical relevance to the situation they were in.

While consideration of such options emerged across different sized businesses, there was strongest enthusiasm among those who had limited capacity and efficacy in managing recruitment and workforce practices and policy. That is, **medium-sized business** that did not have dedicated HR teams, internal legal professionals, and / or personnel dedicated to dealing with workplace culture or diversity or similar. Essentially, these organisations were more open to support which could **act as surrogate** in absence of such structures and personnel, providing them with specific practical resource and 'hand-holding' in terms of employing someone with a disability.

Tailored and targeted support needs

Case management

Expert on the ground to support and advise employer and employee in transition to the workplace

A trusted advisor or body

A known 'go to' contact for advice and ad hoc queries, especially with regards employer obligations, rights and responsibilities

Interactive, user-driven

Customisable tools and resources that can be tailored to industry, location and can share insights from other similar employers and businesses

Experiential advice

Access to peers both within and outside of the business to offer 'real-life', practical advice and guidance

7.4 Leveraging other support to motivate employers to act

A number of other potential support mechanisms and levers motivating large and medium employers to consider and take on (more) people with disability were raised in the discussions. It should again be noted that some of these options may already exist and therefore greater promotion and engagement with business so that they are aware of and can have access to such support would be a priority.

Potentially influential support levers centred on **additional financial incentives** to mitigate against some of the concerns with costs and risks of employing a person with disability, as well as more proactive **steps taken to expose employers to people with disability** in the workplace. Notably, many employers, especially in medium-sized business, highlighted how they were rarely or never knowingly exposed to candidates with disability, and that they simply 'did not come across' such candidates in the course of recruitment; thus there was an expectation that they would be unlikely to take on people with disability because of this, even though they were attitudinally open to the prospect.

Additional support levers motivating employers in medium and large business

Helping with 'costs'   **+**   **Broadening exposure**

Tax rebates and incentives
Can be more emotionally motivating than wage subsidies, and foster a market-driven approach to disability employment

'No obligation' trials and placements
Allowing employers to 'try out' employees with disability without any obligation or penalisation if they are not retained

Workplace assessments and equipment
Offsetting some concerns employers have around cost and burden of making change

Proactive approaches to 'bring in' people with disability
Increased activity and greater advocacy from employment providers, disability organisations and employer associations to help bring in people with disability into the workplace

Training provision
Content and delivery which can be provided to all staff to aid integration

8. Which channels and sources engage large and medium employers?

8.1 There is a lack of clarity and consistency in where to go, especially outside of HR circles

One of the challenges in engaging large and medium employers with information and support regarding employing people with disability is the multitude of sources – both formal and informal – that they access or would likely access. However, above and beyond this there is an obvious **lack of clarity about where to go in the first instance**, with a large proportion indicating they would go nowhere, not know where to go, or typically resort to a default 'Google search'.

Channels and sources for information and advice
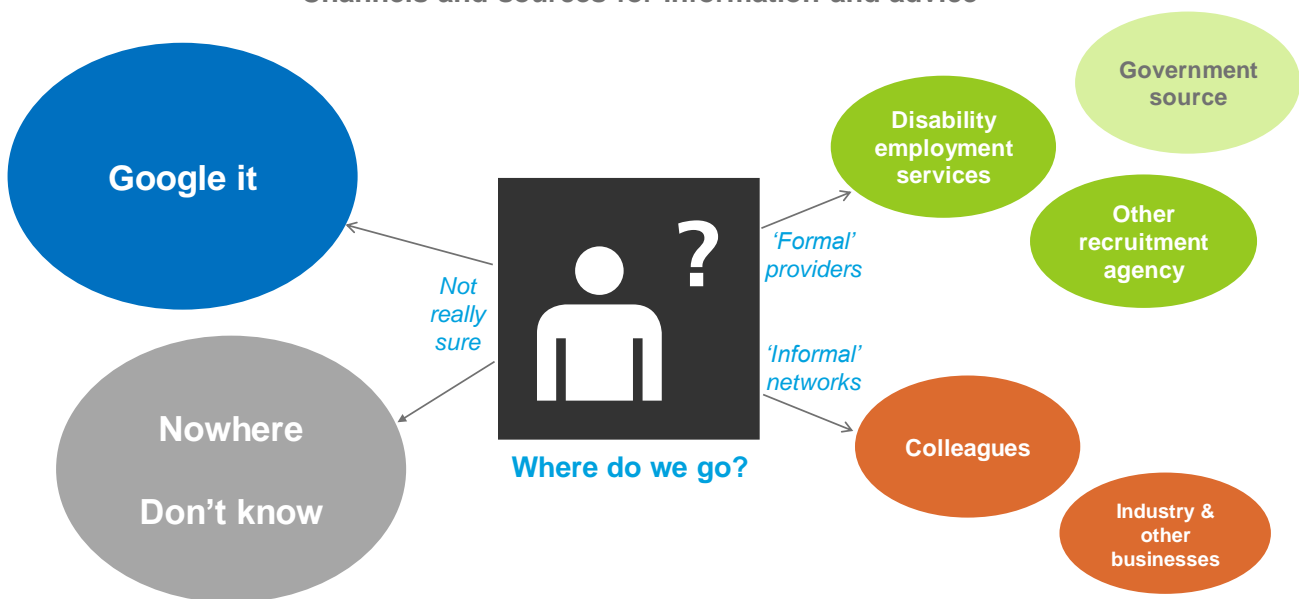
While this uncertainty about where to go was common across medium and large employers, those in medium-sized business were typically more likely to resort to a general internet search whereas large employers tended to be aware of and engaged with more specific formal and informal channels. This likely reflects the stronger **HR presence** in large business, with HR personnel consistently more likely to access specific sources than engage in more generic or exploratory approaches than employers in other positions (e.g. middle management, leadership).

In particular, **large business employers** were:

- Significantly more likely to access information and advice from colleagues within the business
- More likely to point towards accessing Disability Employment Services and other Employment Service Providers

- More likely to access or consider accessing Job Services Australia and JobAccess, and
- More likely to seek information from industry, employer and business associations.

There was some suggestion **medium-sized employers** were more likely than large to seek information from a range of other government sources, including Fair Work Australia and / or the Fair Work Ombudsman, Department of Social Services, Department of Employment and other, unspecified government departments and their websites.

Figure 8: Sources accessed / would access for information and advice

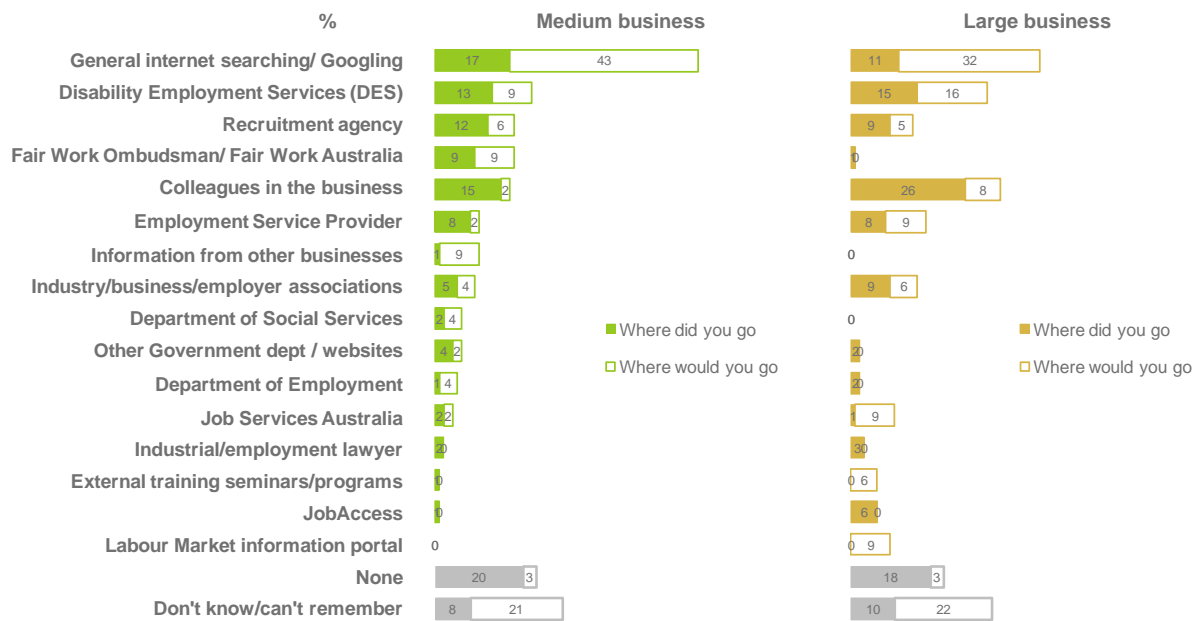| %	Medium business	Large business
General internet searching/ Googling	17 / 43	11 / 32
Disability Employment Services (DES)	13 / 9	15 / 16
Recruitment agency	12 / 6	9 / 5
Fair Work Ombudsman/ Fair Work Australia	9 / 9	0
Colleagues in the business	15 / 2	26 / 8
Employment Service Provider	8 / 2	8 / 9
Information from other businesses	1 / 9	0
Industry/business/employer associations	5 / 4	9 / 6
Department of Social Services	2 / 4	0
Other Government dept / websites	4 / 2	2 / 0
Department of Employment	1 / 4	2 / 0
Job Services Australia	2 / 2	1 / 9
Industrial/employment lawyer	2 / 0	3 / 0
External training seminars/programs	1 / 0	0 / 6
JobAccess	1 / 0	6 / 0
Labour Market information portal	0	0 / 9
None	20 / 3	18 / 3
Don't know/can't remember	8 / 21	10 / 22

Where did you go / Where would you go

QE1. When recruiting/hiring an employee with a disability, where did you go for information and advice?
Base: Employers 'open' to employing someone with disability who have ever employed someone with a disability (medium business, n=92; large business, n=70)
QE3. If you were considering employing someone with a disability, where would you go for information?
Base: Employers 'open' to employing someone with disability who have never employed someone with a disability (medium business, n=46; large business, n=15)

8.2 Building credibility, relatability and trust

Reflecting the divergence among large and medium employers in terms of channels and sources they have or would use to find information about employing someone with disability, there was no single source considered the most reliable, useful and trusted (Figure 10). This reinforces the perception of a clear lack of direction in where to go, with **no one obvious body or source considered the 'go to' place** for information and support in this area.

While there was often credibility and authority associated with official **government channels** for information (particularly in relation to employer responsibilities and legal obligations), this was not pervasive and other expectations and preconceptions of government-directed information sources counteracted enthusiasm for such channels. For instance, a perception that information from government would be in 'bureaucratic language' and complex to navigate. There was also some scepticism that government-directed messaging would paint an unrealistic picture and would lack relatability to employers' actual experiences on the ground.

Figure 9: Most reliable, useful and trusted source of information accessed

%	Medium business	Large business
General internet searching/ Googling	18	12
Colleagues in the business	16	14
Disability Employment Services (DES)	13	12
Fair Work Ombudsman/ Fair Work Australia	11	0
Employment Service Provider	10	5
Recruitment agency	5	9
Industry / business/ employer associations	5	2
Industrial/ employment lawyer	2	3
Department of Social Services	2	0
Department of Employment	2	2
External training seminars / programs	1	0
JobAccess	1	8

QE2. And of these sources, which was the most reliable/ trusted/ useful?
Base: Employers 'open' to employing someone with disability who have ever employed someone with a disability and accessed a source of information (medium business n=68; large business n=49)

Instead, large and medium-sized employers contemplating this notion in the qualitative research often attributed **credibility in hearing examples and testimony from real people about their real experiences**. This was often raised as a hypothetical 'ideal' rather than something that they had done or experienced in relation to disability employment. It was considered a means to raise awareness of common practices and issues, to hear how other employers had successfully addressed this issue, and point out some key tips and directives for further support and information. For medium-sized business in particular, such testimony would potentially serve to build confidence and certainty around the prospect of employing someone with disability, especially if this was conveyed in a way which was directly relatable.

Enhancing credibility and relevance – a role for informal sources

"The real deal"

- Testimony from real employers about real experiences
- Plain language, factual, 'non-government' speak
- Acknowledging reality but dispelling myths
- Multi-format delivery (in person, videos, factsheets etc)

Underpinned and supported by a more formal (government?) resource for further information seeking, validation, support tools etc
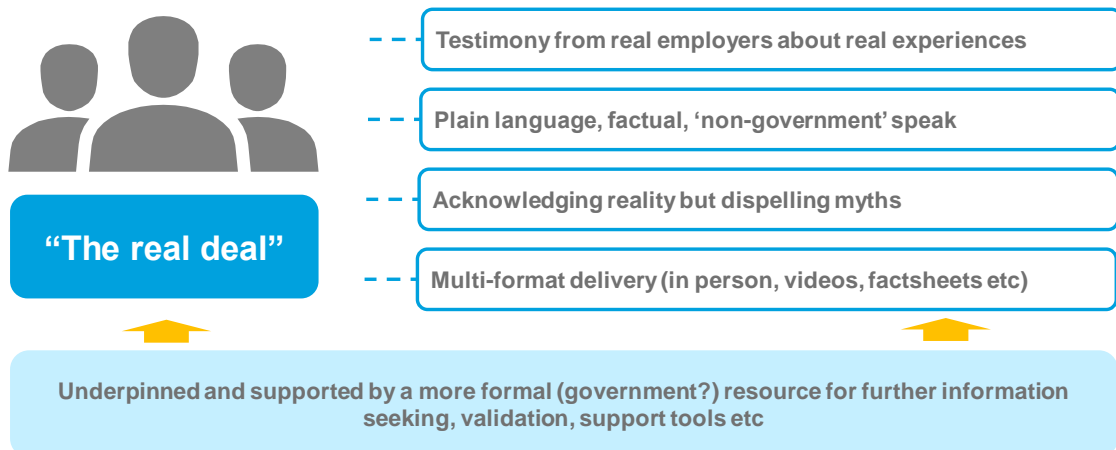
8.3   Aligning with current communication practices and habits: email dominates

Survey results show that the most preferred communication channel for receiving information and advice about issues relating to recruitment of staff was **email**. This could stem from the desire of employers for more direct and – potentially – customisable information and content, as well as reflecting dominant workplace communication channels. Email was particularly strongly favoured by medium-sized business employers (86%) as opposed to large business (77%).

Figure 10: Most preferred communication channel for receiving information and advice

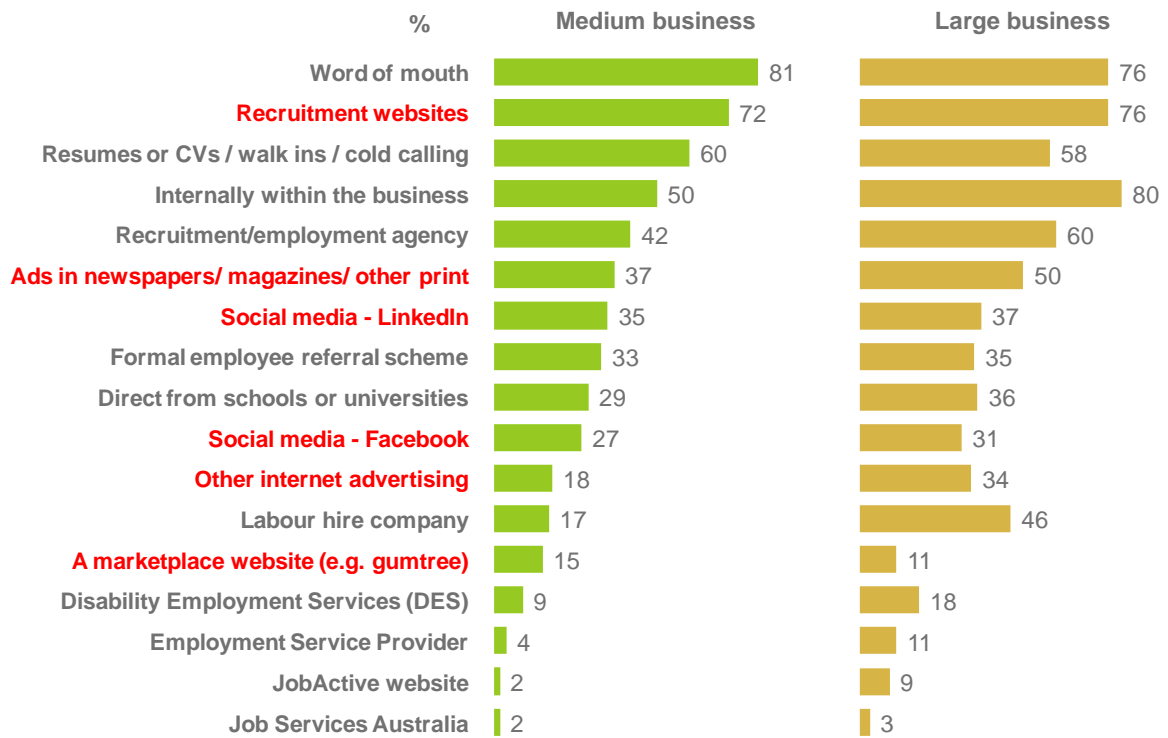| %	Medium business	Large business
Email	86	77
Online / website / app	15	20
Mail / post	4	4
Face to face	5	4
Telephone	4	1
From the leaders in the business	1	1
From the HR department in the business	0	6
Other	2	1
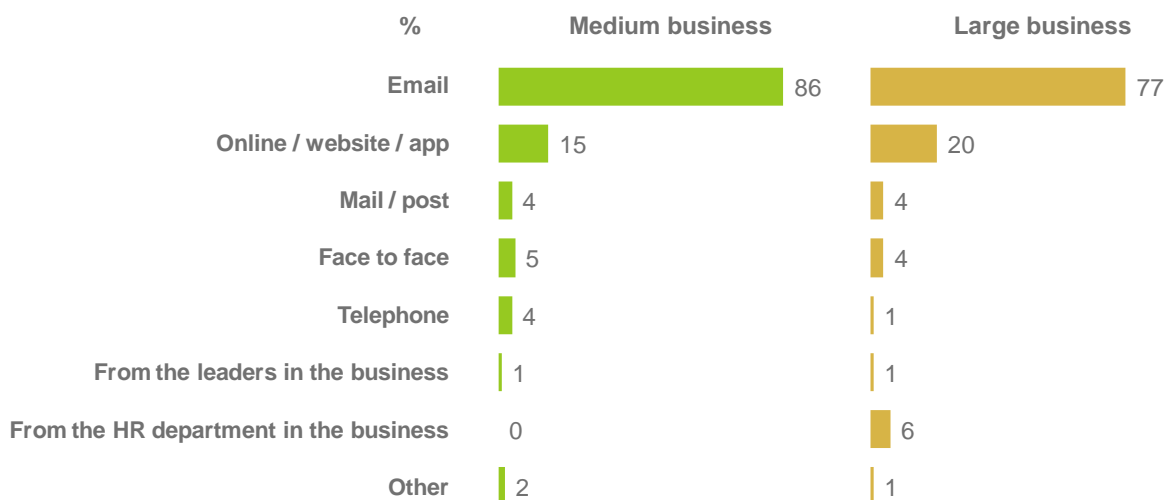
QE4. Overall, how would you prefer to receive information and advice about issues relating to recruitment?
Base: Employers 'open' to employing someone with disability (medium business, n=151; large business, n=102)

Both the survey results and discussions during the qualitative consultation indicated **limited appeal of receiving and accessing online information and support** regarding recruitment (i.e. via websites, apps etc.). This often stemmed from question marks around the direct relevance and specificity of information and advice through such channels, and negative expectations of time and burden associated with accessing and finding relevant content online. Essentially there was an expectation that support and advice for employers around employing people with disability needs should ideally go beyond a static website providing a repository of 'generic' online information. Consequently, employers appeared to be somewhat more receptive to online communication that was of a more targeted nature and directed explicitly at them (e.g. through social media feeds, LinkedIn profiles etc.)

8.4   Fostering communication opportunities through recruitment approaches

Despite variability in the use of and preferences for sources of information and support, both medium and large business employers are highly active in the recruitment market and utilise a wide range of channels during this process (Figure 11). Many of these offer a platform for conveying information and messages about disability employment (e.g. recruitment websites, social media, print), arguably tapping into employers when they are more actively 'in the market' for employees and potentially open to employing someone with disability.

Figure 11: Recruitment channels used my large and medium employers

%	Medium business	Large business
Word of mouth	81	76
Recruitment websites	72	76
Resumes or CVs / walk ins / cold calling	60	58
Internally within the business	50	80
Recruitment/employment agency	42	60
Ads in newspapers/ magazines/ other print	37	50
Social media - LinkedIn	35	37
Formal employee referral scheme	33	35
Direct from schools or universities	29	36
Social media - Facebook	27	31
Other internet advertising	18	34
Labour hire company	17	46
A marketplace website (e.g. gumtree)	15	11
Disability Employment Services (DES)	9	18
Employment Service Provider	4	11
JobActive website	2	9
Job Services Australia	2	3

QB3. Which of the following recruitment methods, successful or not, have you used in the last 12 months?
Base: Employers 'open' to employing someone with disability (medium business, n=151; large business, n=102)

During discussions, large and medium employers anticipated that information and messaging relating to the employment of someone with disability could be more proactively targeted at them (as opposed to, for instance, something which is disseminated more widely across the population via mass media). Typical employer recruitment channels were perceived to be one obvious pathway, encompassing both above the line and below the line approaches. For instance, direct advertising with linkages to further information and support, feature articles and PR 'good news stories', as well as being mediated through face-to-face channels, such as recruitment agency interactions and other employer referrals.

9. Testing message territories

In order to garner understanding of potential messaging approaches for communicating to employers on this issue, a series of messages were 'tested' with employers in the qualitative research, to determine their effectiveness in terms of relatability, credibility, involvement and potential attitudinal/behavioural impact.

Response to the suite of messages tested in the research was revealing and provides some valuable insight for the development of messaging in communications moving forward.

9.1 Overall observations

- Disability employment is a challenging issue for many employers and communications that recognise this in some way will resonate with audiences. Nonetheless, **focussing too strongly on 'the problem' or the 'expense' or 'the complexity' is potentially reinforcing**, and risks alienating employers further. Instead, focussing on support and assistance may be effective in implicitly acknowledging the complexity of the issue but demonstrating that help (of which many are currently unaware) is available. Messages about government support and assistance resonate strongly with this audience.

- While positioning disability employment as a benefit to business appeals conceptually, there is sensitivity and scepticism around messages that can be used to support that claim, reflecting the bias and prejudice which exists around disability generally. Care should be taken in attempting to correct misconceptions and stereotypes of people with disability. There is the potential for **messaging used in this way to seem patronising, overly general, and/or lack credibility, and to reinforce stereotypes rather than challenge them**. Using individual stories and anecdotes, rather than generalisations, may be a way around this.

- While messages reflecting the broader impact of disability employment for the social good or the economy are accepted, they **lack personal relevance and do not involve audiences**. Messages must resonate on a personal level. This is a moral issue for many open employers however, and communications could leverage this effectively.

- As in all communications, messages need to be **clear and unambiguous**, Use of caveats and qualifications undermines both their credibility and impact.

- The use of **statistics** as a means of increasing the credibility of some messages could be explored further.

9.2 Overarching themes

The first suite of messages presented to participants were three 'overarching' themes: one focussing on business benefit, one focussing on challenging employers' views of the complexity of hiring people with disability, and one appealing to a sense of morality for contributing to workplace diversity.

Responses to these messages were as follows:

- *"Hiring a person with disability can benefit your business"*

  - While very general, the notion of appealing to businesses by highlighting the benefits of employing a person with disability elicited a positive response from most employers. This was particularly notable amongst smaller to medium businesses, reflecting their primary focus as business owners and managers.

  - There was push-back, however, from some in the study (particularly those working in HR and larger business), for whom the implication that people with disability might offer something 'unique' was slightly patronising: creating a sense that people with disability were in some way different to other employees.

  - The use of the word "can" was viewed with some scepticism: implying that while they "might ", they also "might not", thus negating its intention somewhat.

- "*Employing a person with disability is not as difficult as you might think*"

  - This statement also elicited a broadly positive response. It resonated by focussing on a common concern and significant barrier for many employers. It was therefore highly credible and relatable.

  - However, the language was considered negative: drawing attention to the difficulties and challenges of employing a person with disability. There was concern that, by acknowledging the challenges so overtly, the effect might be to reinforce rather than dispel such beliefs, in a sense giving credence to the view that employing a person was indeed very difficult.

- "*Businesses have a responsibility to support workplace diversity by employing people with disability*"/ "*Businesses can support workplace diversity by employing people with disability*"

  - The first version of this message which refers to 'responsibility' elicited a strong negative response, and was thought to be using 'guilt and shame' to encourage employers to hire people with disability. Employers strongly disliked the tone of the statement, seeing it as dictatorial and authoritarian, and rejecting the notion that they should be 'responsible' for a societal issue.

  - There was a more positive response to the second version of the statement. A focus on workplace diversity was considered positive – particularly for medium-larger sized businesses. Nonetheless, it lacked impact: it was viewed more as a statement of fact than as a compelling 'reason' to employ a person with disability.

9.3 Sub-messages

A second set of messages was then presented to participants. These were more specific statements drawing attention to various aspects of disability employment. Audience response to each statement is detailed below:

9.3.1 Statements pertaining to cost and financial assistance

- "*There is financial support available to businesses who employ people with disability, including wage subsidies and assistance with the costs of workplace adjustment*"

- This statement elicited a positive response from study participants. The focus on financial support was appealing, particularly for employers in smaller businesses, who were engaged with the concept of subsidies and motivated to find out more.

- The clarity of the statement and its neutral and factual tone also held strong appeal for participants across the study.

▪ "*Workplace adjustment may actually be considerably less expensive than employers anticipate.*"

- By contrast with the statement above, this statement tended to be viewed fairly sceptically by employers in the study. It framed the issue in a negative light, and, by drawing attention to the expense of modifications, was thought to reinforce rather than challenge the view that they would be expensive.

- Tonally, it caused some consternation among some employers because they felt instantly defensive about what they saw as their valid concerns about the cost of workplace modifications.

9.3.2 Statements relating to support and resources

▪ "*There is support available to help businesses find and employ people with disability and become a more inclusive organisation.*"

- This statement was viewed positively by most employers in the study. The focus on support to find and employ people with disability was considered appealing – again reflecting a perceived need for assistance and support with this issue.

- The reference to inclusion in this message also resonated strongly. One of the key concerns of many employers in the study was around the integration of people with disability into a team and workplace possibly unfamiliar with disability. Assistance with this was considered highly valuable.

- The tone of this statement was also considered both factual and positive, adding to its appeal.

▪ "*There are a variety of tools and resources available to help businesses work out their rights, responsibilities and requirements when it comes to employing people with disability.*"

- This statement also resonated with many employers in the study. The provision of help and assistance (through 'tools' and 'resources') were of interest, reflecting the level of uncertainty on the issue for many employers. The idea that the government might assist them in this way was new information which was appealing.

- Response to the mention of 'responsibilities and requirements' was less enthusiastic however. It was considered suggestive of a complex and difficult process for employers. For some, this seemed off-putting,

9.3.3 Statements about the skills and qualities of people with disability

▪ "*Employees with disability often have a great attitude to work, and are very reliable.*"

- There was a mixed response to this statement. For most it was considered appealing: it was credible – reinforcing existing positive beliefs about people with disability.

- Others, however, were more critical – finding it odd and somewhat patronising to generalise people with disability in this way.

▪ "*Research shows that employees with disability may be just as, or more productive as employees without a disability, take less time off work, and contribute to the profitability of the business.*" /

"Employees with disability may be just as, or more productive as employees without a disability, take less time off work, and contribute to the profitability of the business."

- Once again, response to this statement was mixed. There was comment that in attempting to refute a common misconception about people with disability the statement could in fact serve to reinforce it: causing people to speculate that there must be some truth in the assertion that people with disability are less productive or more likely to take time off work. For others, the singling out of people with disability in this way was considered demeaning.

- Reference to 'research' in the first version of this statement was widely disliked. Many questioned the authority and credibility of generic 'research', particularly when a source was not cited. Others interpreted this to be referring to medical research – which seemed highly inappropriate.

- The language used in this statement appeared to undermine the credibility and impact of the message to some extent. Some of the qualifiers in this statement were felt to weaken it, particularly the use of the word "may" and the phrase "often just as productive or more productive", which was felt to be confusing and unwieldy,

- *"Research shows that employees with a disability may require similar levels of supervision as other staff and are less likely to be represented in workplace health and safety incidents." / "Employees with a disability may require similar levels of supervision as other staff and are less likely to be represented in workplace health and safety incidents."*

  - Despite the prevalence of the view that people with disability would require greater supervision, and that they may present higher WH&S risks, this statement elicited a generally negative response from most employers in the study. It was widely felt that was fairly demeaning for people with disability, while also lacking credibility.

  - Some expected that it was self-evident that people with disability would require more supervision than other staff members and needed to see some figures to support the statement. HR managers in particular seemed interested in statistics around representation in workplace health and safety incidents.

  - There were similar concerns around the language used in the statement: 'research' and 'may' as noted above.

9.3.4 Statements drawing attention to wider impacts of employing people with disability

- *"Employees with disability can broaden your understanding of the disability consumer market."*

  - This statement resonated with very few participants. There was confusion around what the 'disability consumer market' referred to, while those who knew what it was generally did not see this as a particular motivation to engage a person with disability.

  - Others felt uncomfortable with the idea that this should be positioned as a reason for employing a person with disability.

- *"People with disability represent a broad pool of talent and can help to meet skills shortages across a wide-range of industries and occupations."*

  - This statement was considered positive and credible. The concept of people with disability representing 'untapped talent' appealed to many.

  - There was little involvement with this message however. It was widely accepted, but not all that relevant on a personal level.

10. Recommendations

The findings from this research provide considerable insight into how the communications strategy should evolve to best engage employers and drive commitment to employing people with disability. In this section a number of recommendations are presented for the further development of the strategy,

10.1 Conclusions

A number of key insights have emerged from the research with important implications for the communications strategy.

Target audience

- The research confirms that HR managers and middle managers in **upper-medium and larger employers in 'white collar' industries** are most predisposed to hiring people with disability, and are most likely to respond to communications on this issue. Employers in smaller businesses and those in blue collar industries are less committed to employing people with disability, and are therefore unlikely to be influenced by communications on this issue.

- **Culturally and Linguistically Diverse employers** often exhibit more negative attitudes and concerns around disability employment and are therefore unlikely to be responsive to communications. Employers from **Indigenous backgrounds** appear to have attitudes more similar to the mainstream employer cohort, and so will not require an independent approach.

Messaging

- Amongst open employers, the research draws attention to a **disconnect between the morality surrounding the issue of disability employment, and the need to make 'business decisions'** in a business environment. 'Open' employers are drawn to hiring people with disability because they believe it is the right thing to do: it aligns with their personal values and moral codes. Morality is a powerful motivator, but in a business context may be overcome by pressure to put forward rational considerations and cost-benefit assessment that prioritises company profit. Prejudices and unconscious biases feed into concerns about risk which can over-ride or erode either moral considerations or the salience of benefits that people with disability may bring to the business.

- This is particularly apparent when hiring decisions are made in **collaboration with other staff** – and particularly when senior leadership weighs in, as frequently happens in lower-medium organisations.

- Concerns about **suitability, integration and supervision of people with disability** do not act as outright barriers, but make the process of employing a person with disability appear more effortful.

Communications approach and channels

- **Work colleagues** (including HR) are a key source of information on disability employment for larger business, confirming the value of workplace targeted communications and resources.

- The research highlights the significance of **informal channels**, 'real-life' examples and experiences from other employers, pointing to the value of PR activities in reaching this audience.

- Both medium and large business employers are highly active in the **recruitment market** and utilise a wide range of channels during this process. Many of these offer a platform for raising awareness of disability employment, and supportive tools, resources and initiatives when employers are more actively 'in the market' for employees and potentially open to employing someone with disability.

- While for employers in larger businesses, internal supports may help to facilitate disability employment, employers in medium sized businesses do not have access to such support, and lack awareness of external support (including from the Government). **Self-efficacy remains a considerable barrier for this cohort of employers.** It is critical therefore that they are able to access highly tailored, support resources and solutions that are customised to their business size, hiring decision maker's role, and industry.

10.2 The role for communications

Employers in large and medium sized businesses who are 'open' to hiring PWD do not act on their individual morally-driven commitment because is it not sufficiently salient to counter heuristic influences that foster concerns about difficulty and effort, particularly the management and integration ("fitting in") and/or they lack the knowledge and confidence to engage people with disability.These insights set a clear role for the communication to:

- **overcome pessimism bias** by emotionally reconnecting employers with their **moral conviction** to diversify their workplace by hiring a person with disability, and/or give the moral imperative of disability employment greater legitimacy in a business context;

- provide reassurance to resolve uncertainty when hiring a person with disability;

- raise awareness of the array of supports and initiatives available to employers; and

- **facilitate action** through a clear call to action.

10.2.1 Target audience

Consideration should be given to targeting individual hiring decision makers in large and upper-medium businesses who **are open and committed** to diversity. In addition:

- **Specific roles** to target could include HR in larger and upper-medium businesses, and managers and administrative staff in lower-medium businesses;

- Target **industries** should include white collar sectors, including healthcare and education, business and professional services and retail, accommodation, food services.

10.2.2 Messaging approach

Consider positioning employing people with disability as both the 'right' (or morally desirable) decision, and a 'good' (or rationally sound) one.
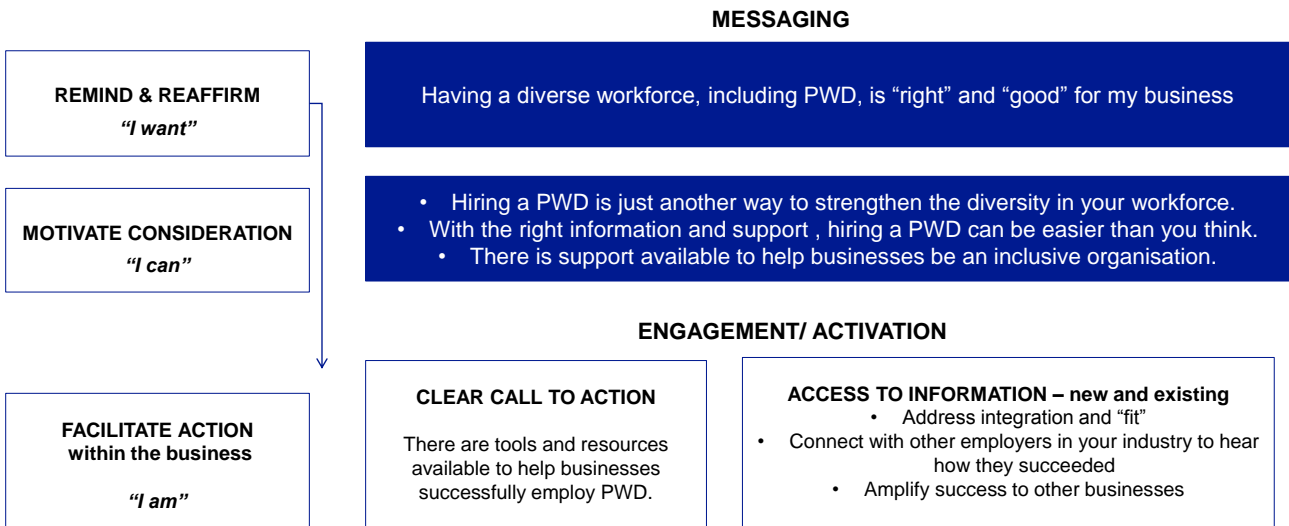
This approach would draw on a combination of:

- **Emotional triggers** to remind, reaffirm and leverage moral drivers;

- **Rational triggers** to motivate consideration;

- **Instruction** to facilitate action.

The approach should be tailored to address the specific priorities and concerns of employers in medium and large organisations as follows.
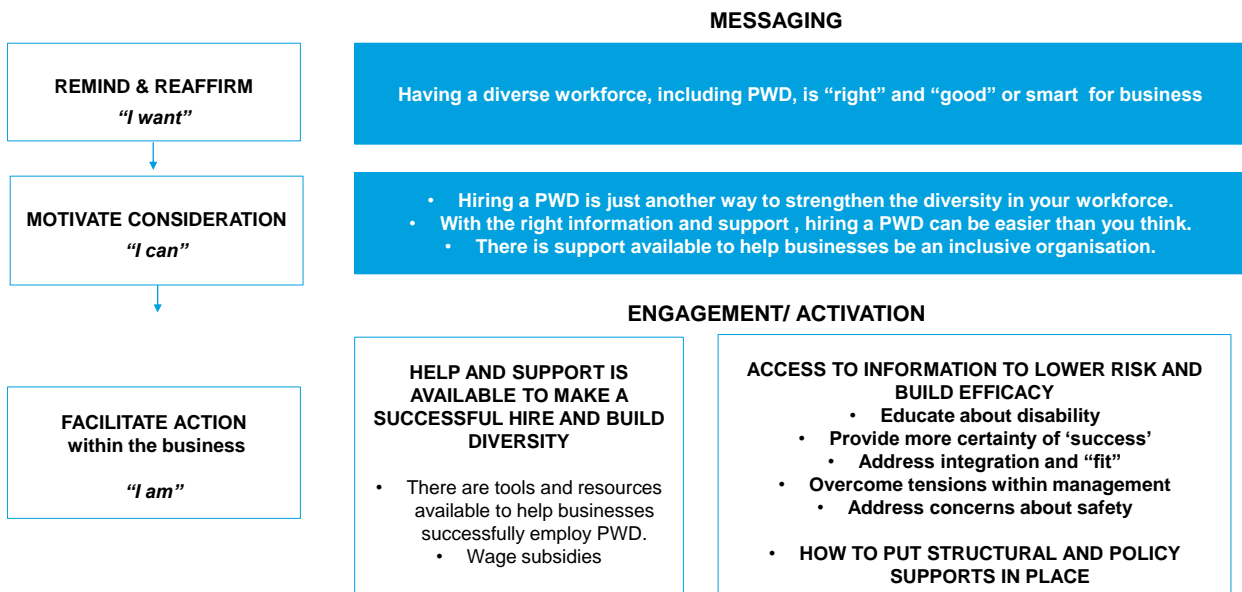
Larger businesses

Larger businesses are perhaps the lowest of the 'low hanging fruit' for the strategy. Unlike medium business, large business are likely to have considerable internal support to assist with logistical considerations of hiring a person with disability – they therefore are unlikely to need the type of 'hands on' assistance that medium employers may. Instead, communications should raise the profile of the issue, promote success stories, encourage and facilitate knowledge sharing and collaboration, and provide tools to assist with implementation. HR teams in larger businesses are possibly the most natural target.

MESSAGING

REMIND & REAFFIRM *"I want"*	Having a diverse workforce, including PWD, is "right" and "good" for my business

MOTIVATE CONSIDERATION *"I can"*	• Hiring a PWD is just another way to strengthen the diversity in your workforce. • With the right information and support , hiring a PWD can be easier than you think. • There is support available to help businesses be an inclusive organisation.

ENGAGEMENT/ ACTIVATION

FACILITATE ACTION within the business *"I am"*	**CLEAR CALL TO ACTION** There are tools and resources available to help businesses successfully employ PWD.	**ACCESS TO INFORMATION – new and existing** • Address integration and "fit" • Connect with other employers in your industry to hear how they succeeded • Amplify success to other businesses

Medium business

As well as leveraging moral drivers, and motivating consideration, communications targeting medium business must raise awareness of the range of 'hands on' supports that are available to employers considering hiring a person with disability, as well as financial assistance and wage subsidies. Medium sized businesses require guidance to increase their self-efficacy around employing people with disability, and put structural and policy supports in place.

MESSAGING

REMIND & REAFFIRM *"I want"*	Having a diverse workforce, including PWD, is "right" and "good" or smart for business

MOTIVATE CONSIDERATION *"I can"*	• Hiring a PWD is just another way to strengthen the diversity in your workforce. • With the right information and support , hiring a PWD can be easier than you think. • There is support available to help businesses be an inclusive organisation.

ENGAGEMENT/ ACTIVATION

FACILITATE ACTION within the business *"I am"*	**HELP AND SUPPORT IS AVAILABLE TO MAKE A SUCCESSFUL HIRE AND BUILD DIVERSITY** • There are tools and resources available to help businesses successfully employ PWD. • Wage subsidies	**ACCESS TO INFORMATION TO LOWER RISK AND BUILD EFFICACY** • Educate about disability • Provide more certainty of 'success' • Address integration and "fit" • Overcome tensions within management • Address concerns about safety • HOW TO PUT STRUCTURAL AND POLICY SUPPORTS IN PLACE

10.2.3 Tone

- Ensure that the communications adopts a careful balance of emotive appeal and rational messaging. This is very much an argument that needs to win over both head and heart.

- Use language that is supportive and positive. Avoid referring to the complexities or difficulties of employing people with disability. Focus on access to help and support.

- Messages must be sufficiently emotive to engage their moral conviction, but must not patronise, belittle, evoke pity or lead to expectation of gratitude.

- Make use of real life, authentic stories across communications as a means of engaging audiences, strengthening empathy, and reinforcing credibility.

- Focus on demonstrating the process rather than 'selling' the outcome.

- It is essential that communications do not make generalisations about people with disability. Using individual stories maybe effective to this end.

10.2.4 Channel

The research suggests that targeted workplace communications and associated public relations activities may be effective with this audience. In particular:

- *PR led initiatives* to raise the profile of the issue in the public discourse, leverage individual stories to draw attention to 'success', and create opportunities for employers to form networks and share knowledge.

  Consideration should be given to:

  - Creating opportunities for employers to share knowledge and stories through industry networks;

  - Setting up a **disability employer business network**, and email newsletter with case studies and tips;

  - Establishing a **PWD inclusive or "diversity employer" brand** as an appealing 'badge' for businesses to wear;

  - Broadening exposure through an **ambassadors program** - walk for a day with a disability employer in your industry, no obligation work experience etc.;

  - Engaging 'Advocate' employers to **deliver testimonials and 'good news' stories**, help promote the benefits of disability in their own and other workplaces, and offer specific practical advice and support to others to overcome implementation barriers. They can, potentially, lend a high profile, face to the business and social case of employing more people with disability.

- *Workplace targeted information and support 'packs'/ digital resources*, providing advice and instruction around issues such as integration, inclusion and supervision may be positively received.

- *Targeted 'in market' communications* aiming to increase awareness of available tools, resources and initiatives, using channels such as recruitment websites, print advertising, and social media (LinkedIn and Facebook).

11.　Appendix

Job Name:	Building Employer Demand – Developmental Research
Job Number:	263104xxx

Version:	FINAL
Date:	07/09/2017
Researcher(s):	Sophie Elliott, Raelle Tatarynowicz
Scripter(s):	Q&A
Adhoc or Tracking job:	Ad hoc

Panel Provider:	Q&A
Expected Interview Length:	15 minutes
Total Sample Size:	n=1200
Assumed Incidence Rate:	
Number of Interviews for Pilot:	20 interviews

Expected Pilot Launch Date:	
Expected Field End Date:	

Project Notes: (Please note any additional project notes not covered elsewhere below e.g. is there a previously scripted job that should be used as a starting point etc.)

QUOTAS:

NUMBER OF EMPLOYEES	EMPLOYEES		
MIN/MAX QUOTA	TARGET	MIN	MAX
1-4 employees	702	562	842
5-19 employees	234	187	281
20-199 employees	159	127	191
200+ employees	105	84	126
Total	**1000 nat rep, 200 boost medium/large**		

INDUSTRY			
MIN/MAX QUOTA	TARGET	MIN	MAX
Agriculture, forestry and fishing	49	39	59
Mining	20	16	24
Manufacturing	98	78	118
Electricity, gas, water and waste services	13	10	16
Construction	109	87	131
Wholesale trade	62	50	74
Retail trade	151	121	181
Accommodation and food services	109	87	131
Transport, postal and warehousing	66	53	79
Information media and telecommunications	20	16	24
Rental, hiring and real estate services	43	34	52
Professional, scientific and technical services	107	86	128
Administrative and support services	92	74	110
Public administration and safety (private)	9	7	11
Education and training (private)	49	39	59
Health care and social assistance (private)	128	102	154
Arts and recreation services	24	19	29
Other services	51	41	61
Total	1200		

LOCATION	EMPLOYEES		
MIN/MAX QUOTA	TARGET	MIN	MAX
NSW	372	446	357
VIC	300	360	288
QLD	240	288	230
SA/NT	96	115	92
WA	144	173	138
TAS	24	29	23
ACT	24	29	23
Total	1200		

Good morning/afternoon, my name is _____ from Q&A Research, a social research company. Could I please speak with the business owner OR person responsible for making decisions about the recruitment of staff.

[IF NOT AVAILABLE, ARRANGE CALL BACK]

[ONCE THROUGH TO CORRECT PERSON, RE-INTRODUCE AND ADD]:

We are currently carrying out a business research study on behalf of the Australian Government. The study is about the decisions businesses make about recruitment. The survey will take about 15 minutes to go through, and I'll be asking you some general questions about your business and your recruitment practices. We are bound by a strict code of ethics and national privacy principles, which means your individual responses will be kept strictly confidential, and only aggregated data will be reported back to our client.

- Offer to read out Privacy Policy if asked.

  As a Market Research company, we comply with the requirements of the Privacy Act. Would you like me to read out the details of how Q&A Research complies with the Privacy Act?

  In accordance with the Privacy Act, once information processing has been completed, please be assured that your name and contact details will be removed from your responses to this survey. After that time we will no longer be able to identify the responses provided by you. However, for the period that your name and contact details remain with your survey responses, which will be approximately 2 to 4 weeks, you will be able to contact us to request that some or all of your information be deleted.

- The study is being undertaken by Kantar Public, formally TNS Social Research, an independent research company, who are working with Q&A Research to complete the survey.

- Participation is voluntary; however we would appreciate the valuable input you can provide to the study.

Do you have time to talk now, or should I make an appointment to call you back?

[ARRANGE CALLBACK ACCORDINGLY]

[IF FURTHER INFORMATION REQUIRED:]

The study has been commissioned by the Department of Social Services and is being undertaken by Kantar Public, formally TNS Social Research, an independent research company, who are working with Q&A Research to complete the survey.

Your details have been sourced from a Dunn and Bradstreet list of businesses. You were randomly selected to take part in this research.

To start off with, I have a few questions about you/ your business....

A1   Do you have any responsibility for making hiring decisions for this business?

SINGLE RESPONSE

Yes	1	
No	2	

[IF CODE 2, ASK TO SPEAK TO MOST APPROPRIATE PERSON, WHEN SPEAKING TO THE CORRECT PERSON REPEAT Q1]

A2   What is your specific role or position within this business?

DO NOT READ OUT

SINGLE RESPONSE

Business owner	1	
CEO	2	
COO	3	
Managing director	4	
Director/ partner	5	
HR director	6	
HR manager	7	
Line manager	8	
Supervisor	9	
Other (specify)	99	

A3   How many people are currently employed in this business Australia wide, not including contractors, volunteer staff or yourself if you are a sole trader?

SINGLE RESPONSE

Sole Trader	1	
Less than 5 people (Small)	2	
Between 6 – 19 (Small)	3	
Between 20 – 99 (Medium)	4	
100 - 199 (Medium)	5	
200 or more (Large)	6	
Don't know	96	CLOSE INTERVIEW AFTER A7

A4   Has your business recruited any staff in the past 18 months, or are you planning on recruiting any staff in the next 18 months?

MULTIPLE RESPONSE

Yes – we have recruited in the past 18 months	1	
Yes – we intend to recruit in the next 18 months	2	
No	3	CLOSE

A5   What industry does the business mainly operate in?

DO NOT READ OUT

SINGLE RESPONSE

Agriculture, Forestry and Fishing	1	
Mining	2	
Hair and Beauty Services	3	
Manufacturing	4	
Electricity, Gas, Water and Waste Services	5	
Construction	6	
Wholesale Trade	7	
Cleaning Services	8	
Retail Trade	9	
Fast Food and Restaurants	10	
Transport, Postal and Warehousing	11	
Accommodation Services	12	
Information Media and Telecommunications	13	
Banking, Finance and Insurance Services	14	
Rental, Hiring and Real Estate Services	15	
Professional, Scientific and Technical Services	16	
Administrative and Support Services	17	
Public Administration and Safety	18	
Education and Training	19	
Health Care and Social Assistance	20	
Arts and Recreation Services	21	
Security Services	22	
Other Services	23	
Other (specify)	99	
Unsure	96	

A6   Where is your main business location?

IF MENTION OVERSEAS, ASK: Where is the main location in Australia?

IF MULTIPLE LOCATION IN AUSTRALIA CLARIFY: This is where you have the largest part of your business

DO NOT READ

SINGLE RESPONSE

Sydney	1	
NSW – other	2	
Melbourne	3	
VIC – other	4	
Brisbane	5	
QLD – other	6	
Perth	7	
WA – other	8	
Adelaide	9	
SA – other	10	
TAS	11	
NT	12	

A7   RECORD GENDER

Male	1	
Female	2	

SECTION B: RECRUITMENT PRACTICES

B1   What is the role or position of the person or people in the business who take primary responsibility for making hiring decisions?

MULTIPLE RESPONSE

Business owner	1	
CEO	2	
COO	3	
Managing director	4	
Director/ partner	5	
HR director	6	
HR manager	7	
Line manager	8	
Supervisor	9	
Other (Please specify)	99	
Don't know	96	

B2   Are there other people who input into hiring decisions in your business? If so, what are their positions?

DO NOT READ

MULTIPLE RESPONSE

Business owner	1	
CEO	2	
COO	3	
Managing director	4	
Director/ partner	5	
HR director	6	
HR manager	7	
Line manager	8	
Supervisor	9	
Other (Please specify)	99	
Don't know	96	
None	97	

B3   Which of the following recruitment methods, successful or not, have you used in the last 12 months?

MULTIPLE RESPONSE

Recruitment/ employment agency	1	
Labour hire company – for temporary or short term jobs	2	
Ads in newspapers/magazines/other print	3	
Formal employee referral scheme	4	
Word of mouth	5	
Internally, from other areas or departments of the business	6	
Resumes or CVs sent to you / walk ins / cold calling	7	
Direct from schools or universities	8	
Recruitment websites (Australian JobSearch, Seek, MyCareer, CareerOne, etc)	9	
A marketplace website (e.g. gumtree)	10	
Social media - LinkedIn	11	
Social media - Facebook	12	
Other internet advertising	13	
Disability Employment Services (DES)	14	
JobActive website	15	
Job Services Australia	16	
Employment Service Provider	17	
Other (Please specify)	99	
Don't know	96	
None	97	

I'd like to ask you about employing people who have a health condition or impairment that affects their everyday activities. This could include an intellectual, mental, sensory or physical disability. I'm going to use the word disability to include all of these.

C1   Does your workplace have a formal policy about recruiting and employing people with disabilities? **If YES: Is that a written or unwritten policy?**

SINGLE RESPONSE

Yes - written	1	
Yes - unwritten		
No	2	
Don't know	96	

C2   Has your business ever employed someone with a disability?
SINGLE RESPONSE

Yes	1	
No	2	
Don't know	96	

IF C2 = 1 ASK C3

C3   To the best of your knowledge, approximately how many people with a disability has your business ever employed?
DO NOT READ

SINGLE RESPONSE

1-5	1	
6-10	2	
11-15	3	
16-19	4	
20+	5	
Don't know	96	

IF C2 = 1 ASK C4

C4   Does your business currently employ someone with a disability?
SINGLE RESPONSE

Yes	1	
No	2	
Don't know	96	

C5   ASK ALL

On a scale of 0 to 10, how open would your business be to employing someone with a disability if they had the right skills for the position you were trying to fill.

0 is 'We would never employ someone with a disability' and 10 is 'We would definitely employ someone with a disability if they had the right skills for the position'.

SINGLE RESPONSE

WE WOULD NEVER EMPLOY SOMEONE WITH A DISABILITY REGARDLESS OF THEIR SKILL LEVEL						WE WOULD DEFINITELY EMPLOY SOMEONE WITH A DISABILITY IF THEY HAD THE RIGHT SKILLS FOR THE POSITION				
0	1	2	3	4	5	6	7	8	9	10

C6   What challenges, if any, do you see in employing people with disabilities in your workplace?

DO NOT READ OUT

ACCEPT MULTIPLE RESPONSES

Physically impossible for them to do tasks	1	
Too hard to adapt physical working environment	2	
Mentally impossible to do tasks	3	
Depends on the type of disability they have	4	
Company/public attitude to disabled people	5	
Too expensive to adapt physical working environment	6	
May lack necessary skills/qualifications	7	
Inconsistent/unreliable help	8	
Inexperienced and too hard to re-train	9	
Too much stress on fellow workers	10	
Less productive/ slower/ require more help	11	
Safety of the disabled employee	12	

Matching them to the appropriate role/job	13	
Take more sick leave	14	
Other (Please specify)	99	
Don't know	96	
None	97	

C7   Using a scale of 0 to 10 where 0 is strongly disagree and 10 is strongly agree, to what extent do you agree or disagree that…

READ OUT

RANDOMISE ORDER

	STRONGLY DISAGREE										STRONGLY AGREE
	0	1	2	3	4	5	6	7	8	9	10
The costs involved in employing someone with a disability make it difficult for us to take them on											
Employees with disabilities have a good attitude to work											
It can be hard to integrate some people with disabilities into the workforce											
Employees with disabilities are more likely to take time off work											
We can only offer certain roles or responsibilities to employees with disabilities											
Employees with disabilities tend not to be as productive as other staff											
Hiring a person with disability increases workplace healthy and safety risks in the business											
An employee with a disability is likely to make a discrimination claim against the business if the job doesn't work out.											
An employee with a disability needs greater support or supervision than other staff											
Hiring someone with a disability is unfair to the other staff											
Customers or clients can find staff with disabilities off-putting											
It is not a smart business decision to hire someone with a disability											
My business is equipped to employ someone with a disability											
It is important that our workforce reflects the diversity in the community by including people with disability											
Employees with disability are loyal to the business											
Employing someone with a disability is a step											

	STRONGLY DISAGREE										STRONGLY AGREE
into the unknown											
Legislation and policies around employing someone with a disability are too complex											
I would be more likely to hire someone with a disability if their wages were subsidised											

IF C2 = 2, ASK C8

C8   And again, using the same scale, how strongly do you agree or disagree with the following statements…

READ OUT

RANDOMISE ORDER

	STRONGLY DISAGREE										STRONGLY AGREE
	0	1	2	3	4	5	6	7	8	9	10
I wouldn't know how to prepare my workplace for an employee with a disability											
I worry I would do or say the wrong thing if I hired someone with a disability											
It would be difficult to convince other decision makers in the business that we should hire a person with a disability											
A person with a disability is unlikely to be suitable for a role in this organisation											

SECTION D: COMMITMENT MODEL

DISSONANCE

CM2:

If you were to anticipate employing someone with a disability how would it make you feel, would it be…?

0 – TERRIBLE	1	2	3	4	5	6	7	8	9	10- FANTASTIC

EXTERNAL ENVIRONMENT

CM3:

When you think about employing someone with a disability, how much do you agree / disagree that "*this would be difficult for me to do …even if I really wanted to*"?

0 – STRONGLY DISAGREE	1	2	3	4	5	6	7	8	9	10- STRONGLY AGREE

AMBIVALENCE

CM4:

When you consider employing someone with a disability, what do you think …?

0 – I DEFINITELY WOULDN'T DO THIS	1	2	3	4	5 - I'M VERY TORN, THERE ARE REASONS I SHOULD, BUT ALSO REASONS I WON'T	6	7	8	9	10 - I DEFINITELY WOULD DO THIS

IF CODE 5:

CM4_2.:

If you're somewhere in the middle (and, can think of reasons you would, as well as reasons you wouldn't), in which direction would you lean if you had to make a choice:

Slightly more likely not to do this	Slightly more likely to do this

CM5:

And, when you think about all the things that matter to you – where do you place equal work opportunities for people with disabilities?

0 – It's not that big an issue in the greater scheme of things	1	2	3	4	5	6	7	8	9	10- It's something that's really important to me

CM5:

IF C2 = 1, ASK E1

When recruiting/hiring an employee with a disability, where did you go for information and advice?

MULTIPLE RESPONSE

Colleagues in the business	1	
Information from other businesses	2	
General internet searching/ 'googling'	3	
Recruitment agency	4	
Industrial/ employment lawyer	5	
Industry / business/ employer associations	6	
External training seminars / programs	7	
Trade journals (Please specify)	8	
Employer Hotline	9	
Disability Employment Services (DES)	10	
JobAccess	11	
JobActive website	12	
Job Services Australia	13	
Employment Service Provider	14	
Labour Market information portal	15	
Department of Social Services	16	
Department of Employment	17	
Fair Work Ombudsman/ Fair Work Australia	18	
Other (please specify)	99	
None	97	
Don't know/ can't remember	96	

IF C2 = 1, ASK E2

E2   And of these sources, which was the most reliable/trusted/useful?

SINGLE RESPONSE

Colleagues in the business	1	
Information from other businesses	2	
General internet searching/ 'googling'	3	
Recruitment agency	4	
Industrial/ employment lawyer	5	
Industry / business/ employer associations	6	
External training seminars / programs	7	
Trade journals (Please specify)	8	
Employer Hotline	9	
Disability Employment Services (DES)	10	
JobAccess	11	
JobActive website	12	
Job Services Australia	13	
Employment Service Provider	14	
Labour Market information portal	15	
Department of Social Services	16	
Department of Employment	17	
Fair Work Ombudsman/ Fair Work Australia	18	
Other (please specify)	99	
None	97	
Don't know/ can't remember	96	

IF C2 = 2, ASK E3

If you were considering employing someone with a disability, where would you go for information?

DO NOT READ OUT

ALLOW MULTIPLE RESPONSES

PROBE: Anywhere else?

Colleagues in the business	1	

Information from other businesses	2	
General internet searching/ 'googling'	3	
Recruitment agency	4	
Industrial/ employment lawyer	5	
Industry / business/ employer associations	6	
External training seminars / programs	7	
Trade journals (Please specify)	8	
Employer Hotline	9	
Disability Employment Services (DES)	10	
JobAccess	11	
JobActive website	12	
Job Services Australia	13	
Employment Service Provider	14	
Labour Market information portal	15	
Department of Social Services	16	
Department of Employment	17	
Fair Work Ombudsman/ Fair Work Australia	18	
Other (please specify)	99	
None	97	
Don't know/ can't remember	96	

E4   Overall, how would you prefer to receive information and advice about issues relating to recruiting staff?

DO NOT READ OUT

MULTIPLE RESPONSE

Online/ website/ app	1	
Email	2	
Mail/ post	3	
Face to face	4	

Conferences/ seminars	5	
Telephone	6	
From the HR department in the business	7	
From the leaders in the business	8	
Other (specify)	99	

E5   If you were considering employing someone with a disability, what type of information or advice would you like to receive?

DO NOT READ OUT

MULTIPLE RESPONSE

Accessibility requirements and how to make workplace adjustments	1	
Recruitment approaches for hiring people with disability	2	
Subsidies and incentives for hiring people with disability	3	
Managing and supervising people with disability	4	
Likely costs involved in hiring people with disability	5	
How to integrate people with disability into the workplace	7	
How to manage reactions from others in the business	8	
The benefits that people with disability offer businesses	9	
Correct language to use when talking about disability	10	
Available support for employing people with disability	11	
Your rights and responsibilities as an employer of people with a disability	12	
Testimonials from other businesses employing people with disability	13	
Information about different disability types	14	
Introducing a business policy around employing people with disability	15	
None	97	
Don't know	96	
Other (specify)	99	

SECTION F: BUSINESS/PERSONAL CHARACTERISTICS

F1   What percentage of your staff are employed full-time, part-time or casual? SR

MUST ADD UP TO 100%, ALLOW 3 DIGITS

a)   Full-time

b)   Part-time

c)   Casual

CODE % FOR EACH		
Prefer not to say	98	

F2   What was your approximate turnover for the financial year 2016-2017?

IF NECESSARY: That is from the 1 of July 2016 until the 30 of June 2017

IF NECESSARY: Turnover is also known as 'Gross sales' or 'revenue'

READ OUT

Less than $75,000	1	
$75,000 - $200,000	2	
More than $200,000- $500,000	3	
More than $500,000 - $1 million	4	
More than $1 – 5 million	5	
Over $5 million	6	
Do not know / Do not wish to answer	98	Do not read out

F3   Is your business…

Commercial	1	
Not for profit	2	

F4   How old are you? DO NOT READ OUT, SR

18-25 years	1	
26-34 years	2	
35-44 years	3	
45-54 years	4	
55-64 years	5	
65+ years	6	
Prefer not to answer	98	

F5   Do you usually speak a language other than English at home? SR

Yes	1	
No	2	

IF CODE F5 =1 ASK:

F6   Which language(s) do you usually speak at home? DO NOT READ OUT, MR

Arabic (includes Lebanese)	1	
Australian Indigenous Language	2	
Chinese (Mandarin)	3	
Chinese (Cantonese)	4	
Croatian	5	
Farsi	6	
French	7	
German	8	
Greek	9	
Hindi	10	
Hungarian	11	
Indonesian	12	
Italian	13	
Japanese	14	
Khmer	15	
Korean	16	
Macedonian	17	
Maltese	18	
Persian	19	

Polish	20	
Portuguese	21	
Russian	22	
Spanish	23	
Sudanese	24	
Tagalog (Filipino)	25	
Turkish	26	
Vietnamese	27	
Other (specify)	99	
Don't know/ Refused	96	

F7   Do you identify as being of Aboriginal or Torres Strait Islander decent?

Yes	1	
No	2	
Prefer not to say	98	

F8   Do you have a disability?

Yes	1	
No	2	
Prefer not to say	98	

Thank you very much for your participation in our survey. Just to confirm, all the answers you provided are treated in the strictest confidence and will be aggregated with other people's answers for analysis. They will not be passed on to anyone or anywhere else.

In case my supervisor needs to contact you to check the validity of this interview, could I please confirm some details?

RESPONDENT'S FIRST NAME:

PHONE:

COMPANY NAME:

As a Market Research company, we comply with the requirements of the Privacy Act. Would you like me to read out the details of how Q&A Research complies with the Privacy Act (again)?

In accordance with the Privacy Act, once information processing has been completed, please be assured that your name and contact details will be removed from your responses to this survey. After that time we will no longer be able to identify the responses provided by you. However, for the period that your name and contact details remain with your survey responses, which will be approximately 2 to 4 weeks, you will be able to contact us to request that some or all of your information be deleted.

In case you missed it earlier, my name is <………> from Q&A Research. If you would like to contact my supervisor to check the validity of this study you can call (07) 3369 2299.

IF NECESSARY: The survey has been commissioned by the Department of Social Services and is being undertaken by Kantar Public, TNS Social Research, an independent research company. You can contact: Raelle Tatarynowicz at Kantar Public on 02 9563 4208 for any further information on this project.

Thank you for your time.

TERMINATION SCRIPT:

Thank you for your time. Unfortunately, we have reached the allocated quota for this study and I will need to leave the survey there

Just to confirm, all the answers you provided are treated in the strictest confidence and will be aggregated with other people's answers for analysis. They will not be passed on to anyone or anywhere else.

In case my supervisor needs to contact you to check the validity of this interview, could I please confirm some details?

RESPONDENT'S FIRST NAME:

PHONE:

COMPANY NAME:

As a Market Research company, we comply with the requirements of the Privacy Act. Would you like me to read out the details of how Q&A Research complies with the Privacy Act (again)?

In accordance with the Privacy Act, once information processing has been completed, please be assured that your name and contact details will be removed from your responses to this survey. After that time we will no longer be able to identify the responses provided by you. However, for the period that your name and contact details remain with your survey responses, which will be approximately 2 to 4 weeks, you will be able to contact us to request that some or all of your information be deleted.

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Thank you for your time.

BUILDING EMPLOYER DEMAND

GROUP DISCUSSION/ IDI GUIDE

This guide is intended as an outline only. The discussion may not address all of the topics listed below, and may not cover them in the order described. There will be considerable scope within the discussion for exploring issues as they arise. **Questions are indicative only of subject matter to be covered and are not word for word descriptions of the moderator's questions.**

INTRODUCTION AND CONTEXT	*5 MINS*

Moderator Notes:

The purpose of this section is to clarify the purpose of the research and build rapport with the participants.

⇒ Introduce self
⇒ Introduce company and the types of research we do
⇒ Thank participants for their time
⇒ This will be a very informal discussion
⇒ We are really interested to hear your views – so please do speak up – and if you disagree with someone please say so, and tell us why
⇒ There are no right or wrong answers, interested in different perspectives and experiences
⇒ Ask if there are any questions before commencing
⇒ Discuss participants confidentiality/ inform about taping discussion (for reporting purposes only)

1. WARM UP AND CONTEXT	*10 MINS*

Moderator Notes: *Warm-up*

Focus on establishing free-flowing discussion, as well as to establish an attitudinal context around hiring and recruitment in which to understand perspectives on disability employment

⇒ Introductions: First name, business type, role, time in operation and number of employees....
Today we're going to be talking about your experiences as people who make hiring decisions.

⇒ What are your **main considerations and concerns** when hiring someone? Leave open to establish discussion... then probe:
   o What are your **priorities**?
   o What else are you mindful of? Probe fully…
   o How do these considerations impact your hiring decisions?

⇒ How do businesses like yours tend to **approach** recruitment? What's the recruitment 'process'?

⇒ Who is involved? What are their respective roles?

⇒ To what extent does the process vary according to the role you are trying to fill? Explore.

2 VIGNETTES   *20-30 MINS*

Moderator Notes: *Use vignettes to tease out attitudes to disability employment, assessing the prevalence and strength of different prejudices in shaping hiring decisions, and how this operates within businesses.*

I'm going to read out a description of some different situations – these are just some stories that we've made up about people who own businesses a bit like yours… Have a listen, and then we'll discuss what you think…

READ OUT AND GAUGE RESPONSE FOR EACH… MATCH VIGNETTE TO PARTICIPANT ROLE

USE PROMPTS NOTED UNDER EACH VIGNETTE, AND <u>ALSO</u> PROBE FOR EACH (If not raised)…

⇒ Can you **relate** to this situation? In what way?

⇒ Do you think some business types are more prone to do that than others? Which and why those?

⇒ FOR LARGER/ MEDIUM SIZED…

    o How often do you encounter differences in the perspectives and opinions of people who input into hiring decisions? What is the nature of those differences typically? Explore…

    o How is this generally resolved? Who generally has the final say about the recruitment decision?

4.   ATTITUDES TO JOB SEEKERS WITH DISABILITY   *10-15 MINS*

Moderator Notes:

Focus on exploring attitudes to employing people with disability more explicitly – with a focus on determining the relative strength of perceived benefits/ costs associated with disability employment.

So through the course of that discussion, it's clear that there are some different views about employing people with disability. Just to clarify, when we're talking about disability, I mean a health condition or impairment that affects someone's everyday activities. This could include an intellectual, mental, sensory or physical disability.

⇒ What would you say are the strengths, or benefits, of hiring a person with a disability? Can we make a list? Call out your thoughts. IN GROUPS, WHITE BOARD TASK AND PROBE TO EXHAUST…IN INTERVIEWS NOTE DOWN

⇒ Ok, and what about the concerns or risks you might associate with hiring people with a disability … can we just capture those in a similar list? WHITE-BOARD/ NOTE NEGATIVES AS BEFORE.

When exhausted, REFER BACK TO WHITEBOARD/ NOTE LISTS – let's circle the most appealing benefits of hiring people with disability… talk me through why these are most appealing for you?

And now the strongest risks or concerns? Talk me through why these are most concerning for you?

6.	POTENTIAL MESSAGING THEMES	15-20 minutes

> **Moderator Notes:** *The purpose in this section is to find a "way in" to persuading employers to consider hiring a person with a disability, or at least to find an agreed set of benefits/strengths of people with a disability that could be used in messaging…*

TASK 1: PROPOSITION TESTING – CARD SORT

Next, I want you to imagine that you are talking to another business manager/ owner/ leader/ HR exec (as relevant) – and you are trying to convince them that they should consider hiring people with a disability…

DISTRIBUTE 'OVERARCHING' MESSAGES:

The first thing I want you to do is look at the three cards in front of you, and rank them in terms of how convincing you think they are as overall arguments for doing this:

1. *Employing a person with a disability can benefit your business*
2. *Employing a person with a disability is not as difficult as you might think*
3. *Businesses have a responsibility to support workplace diversity by hiring people with disability*
4. 2 x blank cards

You also have two blank cards, please use them to write something on these cards, if you can think of a better message than what is on the three other cards.

So now we need to choose some supportive messages – messages that you think would be most convincing to support the overarching message that you've chosen… I am going to give everyone a set of cards – each card has a different statement written on it. Please have a look at each card, and then I'm going to ask you to sort them into three piles:

⇒ Ones that you think are most convincing;
⇒ Ones that are 'so-so'
⇒ Ones that you do not think are very convincing at all.

[HAND OUT CARD SETS, LEAVE FOR 1-2 MINUTES ONLY …ASKING PARTICIPANTS TO SORT THE CARDS AND GO WITH THEIR GUT-FEEL / FIRST RESPONSE. CARDS ARE AS FOLLOWS:]

1. *There is financial support available to businesses who employ people with disability, including wage subsidies and assistance with the costs of workplace adjustment*
2. *There are a variety of tools and resources available to help businesses work out their rights, responsibilities and requirements when it comes to employing people with disability*
3. *Employees with disability often have a great attitude to work, and are very reliable.*
4. *Employees with disability can broaden your understanding of the disability consumer market*

5. *Research shows that employees with disability may be just as, or more productive as employees without a disability, take less time off work, and contribute to the profitability of the business.*

6. *Research shows that employees with a disability may require similar levels of supervision as other staff and are less likely to be represented in workplace health and safety incidents.*

7. *Workplace adjustment may actually be considerably less expensive than employers may anticipate.*

8. *People with disability represent a broad pool of talent and can help to meet skills shortages across a wide-range of industries and occupations.*

9. *There is support available to help businesses find and employ people with disability and become a more inclusive organisation*

Ok, so now let's talk for a few minutes about the three piles of cards you have!

⇒ Firstly … which cards do you have in the 'convincing pile'? Explore rationale…
⇒ And, which are in the 'so-so' pile?
⇒ And which are in the not convincing pile…

If not raised during the course of the discussion, particularly focus on wage subsidies…

-   How important is this? How likely is it to impact your decision whether or not to hire someone with a disability? Explore…

| 7. | MARKETING AND COMMUNICATION CHANNELS | 5-10 minutes |

⇒ **Moderator Notes:** *The purpose of this section is to understand the optimal channels for reaching employers on this issue..*

⇒ Finally, I'd like to get a bit of an idea about what kinds of information channels you use to find out about hiring and recruitment. First of all, can you fill in this table to indicate what sorts of channels you use ?
⇒ HAND OUT SHEET – COMMUNICATION CHANNELS. INSTRUCT EMPLOYERS TO FILL IN AS PER INSTRUCTIONS. THEN USE THE FOLLOWING QUESTION TO DISCUSS THEIR ANSWERS …
⇒ Looking at all the items on the list in front of you, where would you mostly expect to find / receive information about hiring and recruiting people with disability? Anywhere else?
⇒ Now in terms of content…
    o **Comms/education/ information**: Are there things that you think you need to know more about? What specifically? How should this be delivered?
    o **Resources/ tools**: What sort of tools or resources might be helpful?

| 6. | END |

⇒ Thanks so much for your time this evening.

Small business owners

ROTATE SCENARIOS 1 AND 2…

SCENARIO 1: _Jenny is the owner of a small business a bit like yours, and is looking for someone to hire. After advertising the position, she receives ten applications and likes the sound of two of them. There's one candidate who really stands out on paper – he seems to have just the skills and experience Jenny is after._

The candidates arrive for their interview and Jenny sees that one of them is in a wheelchair. It is the candidate with the very strong CV – his name is Tom. Jenny brings Tom into her office and conducts the interview. Tom interviews really well, and Jenny can see he knows his stuff.

The other candidate, Peter, also interviews well. It's going to be a tough call.

After the interviews are over. Jenny is considering who to offer the job to. She really likes Tom, but, after some deliberation, comes to think that Peter would be a better fit. She decides to offer the job to Peter.

⇒ Ok, let's talk through what happened here…put yourself in Jenny's shoes…
⇒ Before the candidates arrive, what was Jenny thinking or feeling? What were her expectations?
⇒ And then, when she sees the two candidates arrive, what is she thinking? How does she feel?
⇒ What was going through her mind when she was interviewing Tom? What was she thinking? What was she feeling?
⇒ And when she was interviewing Peter?
⇒ And what about afterwards? What was she deliberating on? What was she weighing up?
⇒ It's a tough call – but she decides to go with Peter… why do you think that is, ultimately?
⇒ What does Jenny say to Tom when she tells he didn't get the job?
⇒ And how does she feel afterwards?

SCENARIO 2: _Andrew is the owner of a small business a bit like yours. He is looking to fill a role, and after putting the word out, receives an application from Mark. Mark has been working in a similar position for a few years – and looks like he'd be really well suited for the role. Andrew asks him to come in for an interview. Mark seems like a really nice guy and has the skills and experience Andrew is after. Andrew is just about sold, when, at the end of the interview, Mark says 'I should probably tell you that I have a disability – it hasn't ever affected my work – but it's important that you know.' Andrew thanks him for telling him, and says he'll be in touch. After thinking about it some more, he decides he might see if he receives any other good applications before making his mind up._

⇒ Ok, let's talk through what happened here…put yourself in Andrew's shoes…
⇒ Before Mark arrives, what was Andrew thinking or feeling? What were his expectations?
⇒ What was going through Andrew's mind when Mark told him he had a disability? What was he thinking? What was he feeling? (Explore significance of type of disability)
⇒ And what about afterwards? What was he deliberating on? What was he weighing up?

⇒ Why did he decide to wait rather than offer the job to Mark?

⇒ How does Andrew follow up with Mark?

⇒ And how does he feel afterwards?

Managers – medium or large sized businesses

SCENARIO 1: *Luke is the manager of a small team at a business a bit like yours. He is looking for someone to hire, and has advertised the position online. He gets ten applications and likes the sound of two of them. There's one candidate who really stands out on paper – he seems to have just the skills and experience Luke is after.*

The candidates arrive for their interview and Luke sees that one of them is in a wheelchair. It is the candidate with the very strong CV – his name is Tom. Luke brings Tom into his office and conducts the interview. Tom interviews really well, and Luke can see he knows his stuff. The other candidate, Peter, also interviews well. It's going to be a tough call.

After the interviews are over. Luke talks to Anna, the HR manager, about who they should offer the role to. Luke likes Tom, but after discussing it with Anna, comes to think that Peter would be a better fit. They decide to offer the job to Peter.

⇒ Ok, let's talk through what happened here…put yourself in Luke's shoes…
⇒ Before the candidates arrive, what was Luke thinking or feeling? What were his expectations?
⇒ And then, when he sees the two candidates arrive, what is he thinking? How does he feel?
⇒ What was going through his mind when he was interviewing Tom? What was he thinking? What was he feeling?
⇒ And when he was interviewing Peter?
⇒ And what about afterwards? What was he deliberating on? What was he weighing up?
⇒ And how about when he was chatting it through with Anna the HR manager? What did they discuss?
⇒ It's a tough call – but they decide to go with Peter… why do you think that is, ultimately?
⇒ What does Luke say to Tom when he tells he didn't get the job?
⇒ And, what is Luke feeling right now? What's going through his mind?

SCENARIO 2: *Sally is the manager of a small team at a business a bit like yours. She is looking to fill a role, and after putting the word out, receives an application from Fiona. Fiona has been working in a similar position for a few years – and looks like she'd be really well suited for the role. Sally asks her to come in for an interview. Fiona seems really nice and has the skills and experience Sally is after. Sally is just about sold, when, at the end of the interview, Fiona says 'I should probably tell you that I have a disability – it hasn't ever affected my work – but it's important that you know.' Sally thanks her for telling her, and says she'll be in touch. She decides to talk it through with Graham, the HR manager. Together they decide to see if they receive any other good applications before deciding.*

⇒ Ok, let's talk through what happened here…put yourself in Sally's shoes…
⇒ Before Fiona arrives, what was Sally thinking or feeling? What were her expectations?
⇒ What was going through Sally's mind when Fiona told her she had a disability? What was she thinking? What was she feeling? (Explore significance of <u>type</u> of disability)
⇒ And what about afterwards? What was she deliberating on? What was she weighing up?
⇒ And how about when she was chatting it through with Graham the HR manager? What did they discuss?
⇒ Why did she decide to wait rather than offer the job to Fiona?

Leaders – medium or large sized businesses

SCENARIO 1: _Luke is the managing director of a business a bit like yours. One of the teams at the business is looking to fill a role. The HR manager, Anna, has advertised the position online, and tells Luke that they have received ten applications, of which two sound really good._

Anna does the initial interviews with the two candidates, and the team's line manager, Stephen, does the follow up. Anna and Stephen agree that both the candidates interview well, with one of them, Tom, probably a bit stronger in terms of his experience. They tell Luke, who suggests that they offer the role to Tom – but Anna thinks that Luke should also interview him, just to make sure he is in agreement.

Tom arrives for the interview and Luke sees that he is in a wheelchair. He brings him into his office and conducts the interview. Tom interviews really well, and Luke can see he knows his stuff.

Afterwards, Luke discusses the interview with Anna. While they both like Tom, they decide that perhaps Luke should interview the other candidate, Peter, as well. Peter comes in to do his interview with Luke the next day.

After the interview is over, Luke talks to Anna about who they should offer the role to. Luke liked Tom, but after discussing the two candidates with Anna, comes to think that Peter would be a better fit. They decide to offer the job to Peter.

⇒ Ok, let's talk through what happened here…put yourself in Luke's shoes…

⇒ Before Tom arrives for his interview with Luke, what was Luke thinking or feeling? What were his expectations?

⇒ And then, when he sees Tom arrive, what is he thinking? How does he feel?

⇒ What was going through his mind when he was interviewing Tom? What was he thinking? What was he feeling?

⇒ And what about afterwards? What was he deliberating on? What was he weighing up?

⇒ And how about when he was chatting it through with Anna the HR manager? What did they discuss?

⇒ It's a tough call – but they decide to go with Peter… why do you think that is, ultimately?

⇒ And, what is Luke feeling right now? What's going through his mind?

SCENARIO 2: _Jill is the managing director of a business a bit like yours – they're always looking for good people to hire, and have an active recruitment drive. One day, she is approached by Georgie, the HR manager. Georgie says they've received a really strong application from a woman called Fiona. Georgie thinks Fiona would be a great fit - and recommends that they make her an offer. She adds that in the interview Fiona mentioned that she had a disability. Fiona had said that it wouldn't affect her work, but that it was important that they knew. Jill pauses for a moment – she says to Georgie 'Maybe let's hold off on the offer for now – you never know who else might apply.'_

⇒ Ok, let's talk through what happened here…put yourself in Jill's shoes…

⇒ What was going through Jill's mind when Georgie told her that Fiona had a disability? What was she thinking? What was she feeling? (Explore significance of type of disability)

⇒ Why did she decide to wait rather than offer the job to Fiona?

SCENARIO 1: *Luke is the HR manager at a business a bit like yours. The business is looking to fill a position, and Luke has advertised the position online. He gets ten applications and likes the sound of two of them. There's one candidate who really stands out on paper – he seems to have just the skills and experience they are after.*

The candidates arrive for their interview and Luke sees that one of them is in a wheelchair. It is the candidate with the very strong CV – his name is Tom. Luke brings Tom into his office and conducts the interview. Tom interviews really well, and Luke can see he knows his stuff. The other candidate, Peter, also interviews well. It's going to be a tough call.

The manager of the team, Julie, also interviews the two candidates.

After the interviews are over. Luke talks to Julie about who they should offer the role to. Luke liked Tom, but after discussing it with Julie, comes to think that Peter would be a better fit. They decide to offer the job to Peter.

⇒ Ok, let's talk through what happened here…put yourself in Luke's shoes…
⇒ Before Tom arrives for his interview with Luke, what was Luke thinking or feeling? What were his expectations?
⇒ And then, when he sees Tom arrive, what is he thinking? How does he feel?
⇒ What was going through his mind when he was interviewing Tom? What was he thinking? What was he feeling?
⇒ And what about afterwards? What was he deliberating on? What was he weighing up?
⇒ And how about when he was chatting it through with Julie, the team manager? What did they discuss?
⇒ It's a tough call – but they decide to go with Peter… why do you think that is, ultimately?
⇒ And, what is Luke feeling right now? What's going through his mind?

SCENARIO 2: *Jane is the HR manager in a business a bit like yours. They are always looking for good people and have an active recruitment drive. One day she receives an application from Mark. Mark has been working in a similar position for a few years – and looks like he'd be really well suited for the business. Jane asks him to come in for an interview. He interviews well, but at the end of the interview adds 'I should probably tell you that I have a disability – it hasn't ever affected my work – but it's important that you know.' Jill thanks him for telling him, and says she'll be in touch. After thinking about it some more, she decides she might see if she receives any other good applications before making her mind up.*

⇒ Ok, let's talk through what happened here…put yourself in Jane's shoes…
⇒ Before Mark arrives, what was Sally thinking or feeling? What were her expectations?
⇒ What was going through Jane's mind when Mark told her he had a disability? What was she thinking? What was she feeling? (Explore significance of type of disability)
⇒ And what about afterwards? What was she deliberating on? What was she weighing up?
⇒ Why did she decide to wait rather than offer the job to Mark?

Looking at the list of communication channels below, please tick all those that you use/watch/see.   Then please give specific examples of that media channel (e.g. radio/tv stations, which newspaper? Which websites?)

CHANNEL	TICK ALL THOSE APPLY	PROVIDE SPECIFIC EXAMPLES
TELEVISION		
RADIO		
NEWSPAPER		
WEBSITES		
BLOGS		
FACEBOOK		
LINKEDIN		
TWITTER		
YOUTUBE		
INDUSTRY EVENTS / TRADE SHOWS		
CONFERENCES		
DIRECT MAIL		
WORD OF MOUTH – WHO?		