

***“EVALUATING ACCOMMODATION PRACTICES FOR PEOPLE WITH  
DISABILITIES IN THE NORTH WEST PROVINCIAL GOVERNMENT”***

**BY**

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for the Masters in Business Administration (MBA) Degree at the North  
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## DECLARATION

"I hereby declare that this research report submitted for the Degree of Master's in Business Management at the North West University, Mahikeng campus is my own original work and has not previously been submitted to any other institution of higher education. I further declare that all sources cited or quoted are indicated and acknowledged in the text and by means of a comprehensive list of references".

Signed \_\_\_\_\_

Gadimang Gloria Tshepe

Date 07 May 2015

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To my parent and my family, I am eternally indebted for all love and unwavering support throughout the years in all my endeavors.

Above all I would like to thank God for His divine mercy and protection always.

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## **DEDICATION**

A dedication to my mother Didimalang Pule who believed in me when I told her that I want to pursue my studies, to my beloved husband Tsholofelo Jackie Tshepe for his unwavering support always and encouragement although I was away from home most of the time attending to my studies, my children Mamello and Tshiamelo for being great kids when I was away and above all my sister Patience Pule who looked after my children while I attended classes, my other sisters and my brother for their amazing support during this period.

## ABSTRACT

This study investigated whether managers, HR practitioners and employees with disabilities, are aware of the policies and prescripts pertaining to reasonable accommodation for people with disabilities in the workplace. Reasonable accommodation is an effective affirmative action measure that aims to reduce the impact of impairment in obtaining and maintaining employment in line with one's abilities. In this research, reasonable accommodation refers to employment, education, training, facilities, equipment, and job retention for people with disabilities.

Twenty-two employees, both managers and employees with disabilities, from eleven government departments in the North West Province, participated in the study by responding to a questionnaire. In addition policy and other documents were analysed to complement the questionnaires and confirm the validity of the findings. In order to determine what factors were perceived as important with regard to reasonable accommodation in the workplace, the researcher used a combination of qualitative and quantitative research approaches. Stratified purposive sampling was utilised to identify the research participants. Research instruments consisted of questionnaires and document such as relevant parts of the Constitution, policies, frameworks and reports relating to reasonable accommodation. The questionnaires were analysed using frequency analysis in order to interpret the research results for descriptive purposes, using distribution tables. The sample was not representative of the total population, therefore the conclusion could not be generalised, but only indicated certain trends. The documents were analysed by the researcher. The results indicated that managers and employees with disabilities do have a need for more awareness and information on reasonable accommodation for people with disabilities.

The conclusion could be used to improve the understanding of disability and reasonable accommodation among employers and employees. Recommendations were made on how to improve the situation for people with disabilities.

**Keywords:** Disability, people with disabilities, accommodation, reasonable accommodation, employers, employees

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## **ABBREVIATIONS**

BCEEA - Basic Condition of Employment Equity Act  
DPSA – Department of Public Service and Administration  
DPWR – Department of Public Works and Roads  
GESF – Gender Equity Strategic Implementation Framework  
ICRPD – International Convention on the Rights of Persons with Disabilities and its  
Optional Protocol  
INDS - Integrated National Disability Strategy  
JA – Job Access Implementation Framework  
NCPDSA - National Council for Persons with Physical Disabilities in South Africa  
NDP - National Development Plan 2030  
NWP – North West Province  
OHRC – Ontario Human Rights Commission  
OSPD - Office on the Status of People with Disabilities  
PDF – Provincial Disability Forum  
PEPUDA – The Promotion of Equality & Prevention of Unfair Discrimination Act,4 of  
2000  
RDP - Reconstruction & Development Programme  
READ – Department of Rural Environment, Agriculture and Development  
RSA – Republic of South Africa  
SAHRC - South African Health Research Council  
SASSA – South African Social Security Agency  
UN - United Nations  
UNCRPD – United Nations Convention on the Rights of Persons with Disabilities

## **LIST OF KEY TERMS**

Disability means the consequence of an impairment that may be physical, cognitive, mental, sensory, emotional, developmental, or some combination of these. A disability is a condition caused by an accident, trauma, genetics or a disease which may limit a person's mobility, hearing, vision, speech, intellectual or emotional functioning.

Reasonable accommodation is an effective affirmative action measure that aims to reduce the impact of the impairment on the person's capacity to perform the essential functions of the job.

"EEA" means the Employment Equity Act No.55 of 1998, as amended. It protects people with disabilities against unfair discrimination and entitles them to affirmative action measures.

"UNCRPD" means United Nations Convention on the Rights of Persons with Disabilities;

"Public Sector/entity" means a national or provincial public entity such as Department of Public Service and Administration (DPSA).

The phrases "persons with disabilities" and "people with disabilities" are interchangeable.

## CHAPTER1: ORIENTATION

### 1.1 Introduction

Reasonable accommodation as defined below plays a vital role in lives of all people, and is an essential factor in social inclusion and all aspects of wellbeing. A great deal of legislation has been passed, but employers and employees do not necessarily understand what the law entails and what should be done in order to accommodate persons with disabilities. Neither do they always have the will to act on such knowledge. The South African workforce grows more diverse, while negative attitudes towards people with disabilities in the work place are still prevalent, regardless of much legislation introduced since 1996.



The Bangladesh Disability Discrimination Act of 1995 defines a **person with disability** as someone who has a physical or mental impairment that has a substantial and long-term adverse effect on his or her ability to carry out normal day-to-day activities. A **disability** may be present from birth, or occur during a person's lifetime.

Although some disabled people prefer the terms "physically challenged" or "differently abled", these should not generally be used. The disability rights movement of South Africa (1996) accepts both the terms "disabled person" and "people with disabilities". The words "people" and "person" are used interchangeably.

**Reasonable accommodation** is an effective affirmative action measure that aims to reduce the impact of impairment on a person's capacity to perform the essential functions of a job (Employment Equity Act 55 of 1998). Modise, Olivier and Miruka (2014) define accommodation as adjustment or modification to the way a job is normally carried out, that should make it easier and achievable for a duly qualified person with disability to carry out as everyone else. **Accommodation** in this research refers to employment, education, training, facilities, equipment, and job retention for people with disabilities.

In South Africa, the public sector is expected to have reached only 2% employment target of people with disabilities by the end of 2015 and 50% employment target of women. This is according to reports from the Office on the Status of People with Disabilities 2013/14, and DPSA report 2013/14. In addition, at the moment, only two departments in the North West Province have reached and exceeded the 2% target threshold as set by the President of South Africa. This study aims to find out what exactly the stumbling blocks are to reach this small percentage across the board.

This study investigates whether, despite legislation and South Africa's Constitution, persons with disabilities are still not reasonably accommodated in workplaces. Employers and employees might not be aware of how to accommodate people with disabilities reasonably, or the prescripts guiding reasonable accommodation for people with disabilities.

Most people with disabilities are employed at lower levels in the North West Provincial Government Departments. This can be attributed to a range of historical factors such as (Integrated National Disability Strategy 1997):

- Past discrimination and ineffective labour legislation: previously the acts and legislation did not include people with disabilities.
- Low skills levels due to inadequate education: people with disabilities did not get opportunities to attend the better schools that able-bodied people might have access to.
- Lack of enabling mechanisms to promote employment opportunities: people with disabilities do not receive enough training to enable them to qualify for better or higher posts.
- Unsupportive and inaccessible work environments: negative attitudes and stigmatisation of people with disabilities as well as lack of will to improve matters preventing the employer from recognising potential in people with disabilities.
- Inadequate and inaccessible provision for vocational rehabilitation and training.
- Inadequate access to information.



Currently, every citizen in South Africa has the right to employment, according to the Constitution of South Africa (1996). Section 7 of the Constitution enshrines the rights of all people in our country and affirms the democratic value of human dignity, equality and freedom. Section 3 of the Constitution states that the employer may not unfairly discriminate directly or indirectly against anyone on one or more grounds, including race, gender, sex, pregnancy, marital status, ethnic or social origin, colour, sexual orientation, age, disability, religion, conscience, belief or culture.

Based on 2012 and 2013 quarterly reports by various Departments to Office on the Status of Persons with Disabilities, most Government Departments claim that they cannot reasonably accommodate people with disabilities in terms of accessible buildings and assistive devices, hence low employment rate. Disabilities vary and departments are encouraged to employ people with a disability that can be reasonably accommodated by the respective departments in the form of infrastructure, assistive devices in place, training and jobs. The Department of Community Safety and Transport Management currently has no permanent office space, but they have managed to employ 20 persons with disabilities according to the accessibility of buildings currently occupied (Departmental 4<sup>th</sup> quarter report to OSPD 2015).

There are exceptions where it cannot be expected that people with disabilities should be employed, such as Traffic Management unit within the Department of Community Safety and Transport Management as the pre-requisite for the post, is fitness to perform strenuous exercises. This should not be regarded as discrimination but as an inherent job requirement.

South Africa, as a signatory to the United Nation's Convention on the Rights of Persons with Disabilities (UNCRPD) 2008, (preamble), has agreed to recognise the right of people with disabilities to work equally with others. The purpose of the Convention is to promote, protect, and ensure the full and equal enjoyment of all human rights by people with disabilities. It also covers aspects such as accessibility, personal mobility, health, education, employment, safety, rehabilitation, equality and non-discrimination.

UNCRPD (2008, Article 27) makes provision for the following under Work and Employment: 1. States Parties recognise the right of persons with disabilities to work, on an equal basis with others; this includes the right to the opportunity to gain a living by work freely chosen or accepted in a labour market and work environment that is open, inclusive and accessible to persons with disabilities. States Parties shall take appropriate steps to safeguard and promote the realisation of the right to work, including for those who acquire a disability during the course of employment.

The South African Integrated National Disability Strategy (INDS) 1997 is a comprehensive programme for people with disabilities which will improve their engagement in society and remove discriminatory practices against them particularly in the workplace. The INDS stated that there is a serious lack of reliable information on the prevalence of disabilities in South Africa. Mainstreaming human rights of people with disabilities into specific programmes remains a major challenge.

The Employment Equity Act 55 of 1998 requires designated employers, as part of affirmative action, to implement appropriate training measures for employees to develop skills and be able to perform duties assigned to them without failure. Training is included as part of the reasonable accommodation because it gives the employee the chance to grow and be productive, so as to add value to service delivery and promotion to higher posts.

## **1.2 Rationale of the study**

The rationale behind this study is that people with disabilities have not enjoyed the privileges they have a right to as outlined in the Employment Equity Act 55 of 1998. Those who are employed on lower levels in government departments, and do not generally receive training for upward mobility (Departmental quarterly reports to OSPD 2012-2015).

People with disabilities often do not possess relevant skills due to the poor education they generally receive. In addition, they are also not always familiar with the Acts, policies and prescripts that govern them, as well as what entails reasonable



accommodation in terms of accessible buildings, training, jobs, housing and transport. The extent to which this occurs will be subject of this investigation. National and Provincial programmes, policies and acts, addressing reasonable accommodation for persons with disabilities must be understood by both employer and employee in order to make progress in the implementation processes.

Few pragmatic studies have attempted to show whether people with disabilities are reasonably accommodated with regard to employment, training, accessible facilities and assistive devices. The research seems to show that people with disabilities are not reasonably accommodated. People with disabilities are under-represented where decisions about policy and service provision are taken" (Massie 2006). It is the intention of this study to attempt to fill the knowledge gap in terms of a pragmatic, local investigation into relevant conditions in North West province.

### **1.3 Problem statement**

As shown above, people with disabilities are not accommodated satisfactorily in terms of the Constitution and their rights are not well recognised by employers.

Regardless of the relatively good economic situation during the decade of the 1990s, and positive official attitudes toward hiring people with disabilities, it seems that there has been no progress with regard to employment of people with disabilities in South Africa since the legislation was introduced in the early days of the new dispensation in 1994. The International Convention on the Rights of Persons with Disabilities and its Optional Protocol (ICRPD) was implemented on 3<sup>rd</sup> April 2008, incorporating 25 principles that are fundamental to the rights of persons with disabilities. The White Paper on an integrated National Disability Strategy (INDS) 1997 provides guidance on what can contribute to the development of disabled people and to the promotion and protection of their rights. According to the Constitution of South Africa (1996), every citizen in this country has the right to employment.

Reasonable accommodation and environmental accessibility are perceived not to be clearly defined in the policy guidelines which make it difficult to understand by participants both disabled and not disabled. It has been observed that many focal persons responsible for disability management are not qualified and experienced in this area, therefore they cannot educate others to understand disability management.

The word “disability” as discussed by Thomas (2004), Stromso (2008) and Christianson (2004), is complex and intimidating to lay people. It is also complicated for managers and labour relations practitioners to understand the other terminology used in various acts and prescripts related to disability management, like “designated groups”, “unfair discrimination”, “reasonable accommodation”, and so on. It is perceived that unlike disability, application of employment equity to black South Africans and women is well publicised and has political and public buy-in. The similarly legislated disability equity requirements, minimal as it is, are not enjoying equal priority status. The result of compliance with EEA regarding race and gender is quite significant, but only limited success concerning disability.

People with disabilities have a lot to offer Public Sector but they are often unable to do so due to insufficient or lack of reasonable accommodation in the form of decent employment, training and retention as alluded to by Pillay (2010), Stromso (2008), Van Jaarsveld (2002), and Modise, Olivier and Miruka (2014).

The low employment rate of persons with disabilities may be attributed to the methods of recruitment and the media used for advertisements of positions. In the North West province, for example, only newspapers are used for advertisements of post, which makes it difficult for some people with disabilities to access the adverts.

The departmental visits conducted by Office on the Status of People with Disability in November 2013, have resulted in observations such as limited understanding among employers of designated groups on how to accommodate them reasonably in terms of employment and training. OSPD also noted that there is lack of knowledge and

information often among people with disabilities with regard to their rights on reasonable accommodation.

#### **1.4. Research aim**

The aim of the study is to evaluate reasonable accommodation practices for people with disabilities employed at the North West Provincial Government departments, to assess the level of awareness of reasonable accommodation among employers and employees who have disabilities, and to identify the challenges or barriers to accommodating people with disabilities in the workplace.

The second research aim is finally to come up with recommendations on how to improve the situation for people with disabilities employed by North West Provincial Government departments.

##### **1.4.1 The research questions**

The problem statement leads to the following questions:

1. What is the state of reasonable accommodation practices at the North West Provincial Government Departments for employed people with disabilities?
2. How aware are the managers, able-bodied employees and persons with disabilities about reasonable accommodation?
3. How can present resources be leveraged for optimal effectiveness regarding reasonable accommodation in the province?

##### **1.4.2 The research objectives**

1. To investigate via a questionnaire and document analysis the state of reasonable accommodation practices for employed people with disabilities at the North West Provincial Government Departments.
2. To investigate how aware the managers, abled-bodied employees and persons with disabilities are about reasonable accommodation.
3. To consider how present resources could be leveraged for optimal effectiveness regarding reasonable accommodation in the Province.



## **1.5 Research methodology**

Data was collected using both qualitative and quantitative research method: questionnaires and document analysis. Creswell (2007) indicated that one is bound to learn more about the world when both methods are used instead of adhering to one method only. Chapter 3 discusses sample selection, data collection and findings, data analysis, conclusion and recommendations. It concludes with a discussion of issues related to the validity, reliability, triangulation (document analysis) and generalisation of the results.

### **1.5.1 Sample selection**

Stratified sampling was used as it suited the purpose of this research. The researcher used respondents from different levels of the department, e.g. managers such as Human Resources managers, managers for the Office on the Status of persons with Disabilities at the North West Province and Department of Public Service and Administration, and employees such as Human resources personnel and people with disabilities.

In addition, purposive sampling was chosen in order to select the respondents with the most suitable criteria.

### **1.5.2 Questionnaires**

Questionnaires were undertaken in order to extract the relevant information from public institutions at the national level, in particular the National Department of Public Service and Administration, and Provincial Government Departments. They form part of the sample population in order to get their views and analyse the results.

The Likert scale is the most repeatedly used variation of the interval scale that consists of declarations that express either a favorable or unfavorable attitude towards the object of intact and to a greater or lesser degree. The respondent is asked to disagree or agree with each statement.

### **1.5.3 Data analysis**

Data was gathered and analysed using tables and descriptive statistics. Descriptive statistics are used to describe the basic features of the data in a study. They provide simple summaries about the sample and the measures. Descriptive statistics assist us to simplify larger amounts of data in a sensible way. Each descriptive statistic reduces a large amount of data to a simpler summary. In this study, the results were combined of both managers and employees. The results did not distinguish between managers' views and employees' views.

This was in order to find meaningful patterns overall in the responses from managers, and from employees with disabilities.

### **1.5.4 Document analysis**

Document analysis enabled the researcher to learn more about reasonable accommodation practices for people with disabilities in North West Province, such as official policies. It also helped to bring to light and pursue any contradiction in the evidence arising as a result of the inconsistencies between the data cleared in the documents and the data from questionnaires with the related stakeholders. In the present study, a number of documents such as relevant parts of Constitution, policies, frameworks and reports relating to reasonable accommodation practices were quoted and critically analysed.

Document information provided in the form of quarterly reports by senior managers in different governments departments was verified through Office on the Status of Persons with Disability situated in Office of the Premier, as well as Department of Public Service Administration on the Management Practice Tool (MPAT) that is sent yearly to DPSA.

## **1.6 Delimitation**

The study was conducted only in the government department of the North West province. In terms of employees, the focus was only on persons with disabilities who have disclosed their status. The sample came from office of the Premier, Department of Public Works and Roads, the Department of Community Safety and Transport



Management, The Department of Health, the Department of Education and Sports, the Department of Art, Culture and Traditional Affairs, the Department of Finance, Economic Enterprise Development, the Department of Rural, Environment, Agriculture and Development, The Department of Tourism, the Department of Local Government and Human Settlements and the Department of Social Development in the North West Province.

This study could be generalised to a limited degree because it only investigated one province. It did not distinguish between the attitudes of the managers and employees. In addition the study did not distinguish between the response of managers and employees. Future studies could be undertaken to do so.

### **1.7 Ethical consideration(s)**

This research involved the participation of human subjects; therefore ethical considerations had to be taken into account. A recent study (Strydom 1998) highlights that sufficient information on the research aims and procedures to be followed are given to the respondents so that they can make an informed decision on whether they want to participate in the research or not. The results will be presented frankly and diligently. Participants were ensured of the confidentiality of the information provided as they were not identified in person and assured that the study survey was anonymous.

### **1.8 Study deployment**

#### *Chapter 1: Introduction*

This chapter provides a general orientation and overview of this study. It further provides the rationale of the study, aims and objectives of the study, ethical consideration, the limit and scope of the research.

#### *Chapter 2: Literature Review*

This chapter serves to outline the available literature on reasonable accommodation of people with disabilities in terms of various aspects, and the gaps. This includes theories of other researchers regarding the same area of study.

### *Chapter 3: Research Methodology*

This chapter delineates in detail the approach and choice of research methods and techniques as well as their relevance within the context of the Government Departments in the North West Province.



### *Chapter 4: Results*

This chapter presents the results of the questionnaire and the document analyses.

### *Chapter 5: Analysis and Interpretation*

This chapter entails the analysis of data gathered and the interpretation of the results.

### *Chapter 6: Recommendations*

This chapter encompasses the entire study and conclusion arrived at. It also contains recommendations as derived from the conclusion and results.

## **CHAPTER 2: LITERATURE REVIEW**

### **2.1 Introduction**

According to Creswell (2008), the purpose of the literature review is to show knowledge of the field before conducting the research. The chapter focuses mainly on reviewing the literature on reasonable accommodation practices for people with disabilities.

The aim of the literature to review is to review available published literature to see what has been written in South Africa and internationally on the topic. It also aims to investigate the knowledge gaps. In this case, it became clear that specific studies of local institutions could contribute to the research.

The most recent and most significant contribution of the UN to disability management was the implementation of the International Convention on the Rights of Persons with Disabilities and its Optional Protocol (ICRPD), on 3<sup>rd</sup> April 2008. The ICRPD incorporates 25 principles that are fundamental to the rights of persons with disabilities. The relevant principles are summarised as follows:

- Recognition of the inherent dignity, worth and the equal and inalienable rights of all members of the human family;
- Everyone is entitled to all the rights and freedom without distinction of any kind;
- Guaranteed full employment without discrimination;
- Recognising various international conventions aimed at protecting the rights of persons with disabilities;
- Disability is an evolving concept which results from the interaction between persons with impairments and attitudinal and environmental constraints that hinder their full and effective participation in society on an equal basis with others;
- Emphasising the importance of mainstreaming disability issues as an integral part of relevant strategies of sustainable development;
- Discrimination against any person on the basis of disability is a violation of the inherent dignity and worth of the human person;

- Recognising the diversity of persons with disabilities;
- Promote and protect the human rights of all persons with disabilities;
- Persons with disabilities continue to face constraints in their participation as equal members of society and violation of their human rights in all part of the world;
- The value existing and potential contribution made by persons with disabilities to the overall well-being and diversity of their communities;
- The importance for persons with disabilities of their individual autonomy and independence, including the freedom to make their own choices;
- Active involvement of persons with disabilities in decision-making processes related to policies and programmes;
- Concerns about the difficult conditions faced by persons with disabilities who are subject to multiple or aggravated forms of discrimination; and
- Women and girls with disabilities are often at greater risk.

Article 14 of the Convention states: signatories should ensure that people with disabilities are on an equal footing with others and are entitled to guarantees in accordance with international human rights law, if they are deprived of their liberty through any process. The Convention also ensures that people with disabilities are treated in compliance with the objectives and principles of the present Convention, including provision of reasonable accommodation.

### **2.1.1 South African policy**

The White Paper on an integrated National Disability Strategy (INDS) 1997 “.....represents the Government’s thinking about what it can contribute to the development of disabled people and to the promotion and protection of their rights”. The INDS (1997) follow a socio-political approach to disability. The recent paper is not yet approved therefore this is the only most recent document approved.

The Reconstruction and Development (RDP) White Paper 1994 indicated that “The Government will design, in consultation with disabled persons, a comprehensive



programme for disabled persons which will enhance their engagement in society and remove discriminatory practices against them, especially in the workplace.” The INDS (1997, p.17 to 20) therefore has its origin in the RDP.

## **2.2 Definitions of disability**

Interested people have for some while struggled with an acceptable definition of disability. Women, men and children with disabilities are too often amongst the most marginalised in all societies and face unique challenges in the enjoyment of their human rights (Pillay 2010). According to the UNCRPD 2008, persons with disabilities include those who have long-term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others, UNCRPD (2008, article 1). Disability manifests in various forms and is generally categorised into sight disability, hearing disability, mental disability, physical disability and intellectual disability.

The Americans with Disabilities Act of 1990 (ADA) which was signed into law on the 26<sup>th</sup> July 1990 defines disability as an impairment that substantially limits a “major life activity.” A qualified individual with a disability was further defined as one who “with or without reasonable accommodation, can perform the essential functions of the employment position that such individual holds or desires. The ADA included a clear declaration that employers shall not “discriminate against a qualified individual with a disability because of the disability of such individual in regard to job application procedures, the hiring, advancement, or discharge of employees, employee compensation, job training, and other terms, conditions, and privileges of employment”.

Post-structuralists have suggested that disability is rather a linguistic and discursive matter in which the being or becoming of disability is a social construction of those who can exercise power through forms of knowledge (Thomas 2004). The implication of this is that language might give some people more power than others.

In the non-Western context, on the other hand, physical abnormality is often seen as the result and expression of some abnormality in that person's relationships with their social



or supernatural environment (Helman 2007). This perception often results in people with disabilities being withdrawn from the society.

Stromso (2008) indicated that disability is not a homogeneous category. Hence, persons with various impairments and other variables, such as gender, may encounter different structural barriers in the lived experience of their embodied selves. Stromso (2008) chose to use the term “persons with impairment and disabilities” rather than “people” in order to further acknowledge the personal experience of their lived embodiment and also to avoid presenting them as a homogeneous group.

Ontario Human Rights Commission Code (OHRC) 2000, section 10 (1) defines “disability” as any degree of physical disability, infirmity, malformation or disfigurement that is caused by bodily injury, birth defect or illness and, without limiting the generality of the foregoing, includes diabetes mellitus, epilepsy, a brain injury, any degree of paralysis, amputation, lack of physical co-ordination, blindness or visual impediment, deafness or hearing impediment, muteness or speech impediment, or physical reliance on a guide dog or other animal or on a wheelchair or other remedial appliance or device.

The Bangladesh Disability Discrimination Act, 1995 (DDA) defines a disabled person as someone who has a physical or mental impairment that has a substantial and long-term adverse effect on his or her ability to carry out normal day-to-day activities. It can further be presumed that other disabilities come as a result of poverty: poor people are most likely to have disability and people with disability are most likely to be poor.

According to the Disability Etiquette Handbook of the City of San Antonio (2000), “...persons with disabilities are foremost people. Only secondarily do they have one or more disability condition, hence they prefer to be referred to as persons with disabilities”. The preferred terminology is therefore discussed in Table 1 below:

**Table 1: Unacceptable and preferred terminology**

| Unacceptable terminology | Preferred terminology       |
|--------------------------|-----------------------------|
| Differently-able         | Persons with disabilities   |
| Cripple                  | People with disabilities    |
| Physically challenged    | Person with a disability    |
| Deformed                 | Employees with disabilities |
| Defective                |                             |
| Vegetable                |                             |
| Birth defect             |                             |

(Adapted from: City of San Antonio Disability Handbook (2000) – [www.sanantonio.gov/planning/disability\\_handbook/deh12.asp](http://www.sanantonio.gov/planning/disability_handbook/deh12.asp))

Unacceptable terminologies cast a negative image on persons with disabilities and are offensive, dehumanising, stigmatising, humiliating and degrading. A person/people should be seen before disability.

There has been debate on whether HIV/AIDS cases in the South African context can be treated along the lines of disability (Christianson, 2004). It may suffice that South African Legislation has chosen to treat HIV status as a separate ground of unfair discrimination in S6(1) of the EEA. Christianson stated appropriately that a more cautious assessment is therefore required to establish at what point in the progression of the disease, HIV/AIDS may be considered to be disability.

From the researcher's observation and informal interactions with People with Disabilities, most persons with disabilities cannot be easily employed because employers are afraid they might not be able to perform in jobs as expected.

### **2.3 Structures of government regarding people with disabilities**

Information relating to Office on the Status of Persons with Disabilities was presented at the Provincial quarterly meeting on the 23<sup>rd</sup> January 2014 in Mahikeng, outlining the following structures or organisations as the most crucial role players in disability management:

### **2.3.1 Office on the Status of People with Disabilities**

In 1994, with the democratic breakthrough for South Africa, the rights of persons with disabilities began to be recognised. The disability programme became part of the Office of the Reconstruction & Development Program (RDP). Office on the Status of Persons with Disabilities (OSPD) was later established in the Presidency in 2009, and similar structures were established in all the Provinces in the Office of the Premier including the North West Province. The establishment of the OSPD provided a point of reference as well as strategic leadership and political support.

### **2.3.2 Ministry for Women, Children and people with Disabilities**

This ministry was established after the general 2009 elections as an elevation to Office on the Status of People with Disabilities. In 2014 the Ministry was changed to Ministry for Women. Issues of people with disabilities are now overseen by the Department of Social Development. Office on the Status of Persons with Disabilities (OSPD) is now located in the Department of Social Development since the 2014 to date.

### **2.3.3 Department of Social Development**

This Department provides policy on social security matters and various social grants including disability grants.

### **2.3.4 South African Social Security Agency**

This agency is responsible for payment of social grants including disability grants.

### **2.3.5 South African Human Rights Commission (SAHRC)**

One of the responsibilities of SAHRC as defined in the 1996 Constitution of the Republic of South Africa, p.69 is to take the lead in the promotion of human rights pertaining to person with disabilities.

### **2.3.6 Employment Equity Commission**

The EEC provides advice on all employment equity related matters, including disability management.



### **2.3.7 Provincial Disability Forum**

The North West Provincial Disability Forum (PDF) was launched in 2005, following an EXCO resolution that disability issues be raised in a coordinated manner. The Provincial Disability Forum (PDF) is constituted by organisations of Persons with Disabilities in the Province. Following the launch of the PDF, EXCO and Premier's Co-coordinating Council resolved that similar structures should be established at Municipal level. The office on the Status of persons with Disabilities (OSPD) in the Office of the Premier coordinates the forum which is constituted by ten (10) National organisations of persons with disabilities in the Province.

PDF has representatives in various PGDS working groups and other government structures to ensure that Disability issues are integrated/ mainstreamed in all government programs. Key Roles of the PDF is to promote self-representation of persons with disabilities in order to promote equal access to services and opportunities as enshrined in the constitution, to advise government on disability priorities to address various needs and services needed for persons with disabilities, to assist in the formulation of provincial disability strategies, interventions and best practices, to solicit support of government, business and civil society on disability, to monitor and evaluate the implementation of the Provincial Disability Program of Action, national policies, strategies, legislations as well as international conventions and protocols on disability, to strive for improved legislation on the rights, dignity and respect for persons with disabilities and lastly to ensure that persons with disabilities benefit from all government service delivery programs.

### **2.4 Accommodation**

Modise, Olivier and Miruka (2014) define accommodation as adjustment or modification to the way a job is normally carried out, that should make it easier and more achievable for a duly qualified person with disability to carry on with their lives in a relatively normal way.



In order to guarantee compliance with the principle of equal treatment in relation to people with disabilities, reasonable accommodation shall be provided, UNCRRPD (2008, article 3). This means that employers need to take appropriate measures in order to enable a person with a disability to have access to, participate in, or advance in employment, or to undergo training, unless such measures would impose a disproportionate burden on the employer. This burden shall not be disproportionate when it is sufficiently remedied by measures existing within the framework of the disability policy of the member concerned. All designated employers should reasonably accommodate the needs of persons with disability as stated under the Labour Relations Act 66 of 1995 and the Employment Equity Act 55 of 1996.

The Americans with Disability Act of 1990 (ADA) requires the employer to provide reasonable accommodation in terms of employment and training to qualified individuals with disabilities who are employees or applicants for employment, unless doing such will cause undue hardship. Undue hardship as described in ADA is the cost of accommodation that utilises the entire profit of the organisation, and the effects this will have on the organisation. According to ADA there are three categories of reasonable accommodation, therefore:

- ✓ Modification or adjustment to a job application process that enables a qualified applicant with disability to be considered for the position such qualified applicant desires: modification or adjustments to the work environment; or
- ✓ Modification or adjustments to the manner or circumstances under which the position held or desired is customarily preformed, which enables a qualified individual with disability to perform the essential functions of that position; or
- ✓ Modification or adjustment that enables an entity's employee with a disability to enjoy equal benefits and privileges of employment as are enjoyed by its other similarly situated employees without disabilities.

Furthermore, according to ADA, reasonable accommodation means providing assistance or making changes in the job or workplace that will enable the worker to do

the job. For example, the employer may lower the height of a desktop to accommodate a worker using a wheelchair in order to be able to perform his/her job without hindrance.

In the South African context, reasonable accommodation means any action, behavior or modification to job tasks or a working environment done in effort to eliminate a barrier to employment or increase access, participation or advancement of a person with a disability, or other categorically disadvantaged group (Epilepsy, South Africa, 2015).

In *US Airways, Inc v Barnett 2002* the court held that a modification or adjustment is reasonable if it seems reasonable on the face of it, and accommodation must be effective in meeting the needs of the individual. The court further stated that reasonable accommodation allows an employee with disability an equal opportunity to enjoy the benefits and privileges of employment that employees without disability enjoy. The American approach seems to be similar to that of South Africa, but is advisable for South Africa to develop its own model of reasonable accommodation which would reflect the challenges experienced by persons with disabilities in the domestic workplace. Van Jaarsveld (2002) holds a view that South Africa can benefit from the experience of other countries, especially those in which reasonable accommodation has come under sustained judicial scrutiny.

Reasonable accommodation in the workplace is needed before employing persons with disability as well as after the recruitment of person with disabilities including those who have been injured in the line of duty (Modise, Olivier & Miruka 2014). They further explain that this entails that whenever an organisation goes through some changes, the employer must still accommodate the needs of that employee with disability if his/her performance will be affected by that change. Employers must then make sure that the affected persons with disability undergo orientation training related to any change at the workplace. This is not a once-off exercise. The Constitution of the Republic of South Africa obliges employers to implement policies which reasonably accommodate the needs of persons with disabilities in the workplace and which will ensure equal access to employment opportunities. These authors further state that the employer must take

reasonable steps to ensure that the working environment does not prevent persons with disabilities from accessing or retaining positions for which they are qualified for.

Reasonable accommodation will ultimately make it possible for employees with disabilities to fit well in the workplace and unleash their potential. Reasonable accommodation should be considered at all stages of employment, from advertisements to day-to-day activities at the workplace (Modise, Olivier & Miruka 2014). Employees with disabilities, who are reasonably accommodated by an employer and provided with needed support which does not inflict unnecessary hardships on the business of the employer, can carry out their duties competently.

Item 6.9 of the Disability Code 1995, lists several examples of reasonable accommodation; i.e. adapting existing facilities to make them accessible, adapting existing equipment or acquiring new equipment including computer hardware and software, re-organising work stations, changing training and assessment materials and systems, restructuring jobs so that non-essential functions are re-assigned, adjusting working time and leave, providing readers, sign language interpreters and providing specialised supervision, training and support. Guidance can be sought from these examples in order to reasonably accommodate people with disabilities. Reasonable accommodation for people with disabilities depends upon the employer being aware of the applicant's or the employee's disability or impairment (Christianson, 2004). Therefore it is upon the person with disability to make an employer aware of the disability so that employer can be able to provide reasonable accommodation in the workplace.

#### **2.4.1 Employment Equity Act**

The Employment Equity Act, 55 of 1998, determines that people with disabilities are classified as designated groups to be covered by affirmative action in the workplace. Regardless of the protection provided by the Act, fewer people with disabilities are employed while employment of women as part of designated groups is improving significantly (chapter 4, figure 3 & 4 from the DPSA documents and reports.)

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Section 2 of Chapter I of the EEA states: “2: the purpose of this act is to achieve equity in the workplace by –

- (a) Promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination and
- (b) Implementing affirmative action measures to reduce the disadvantages in the employment experienced by designated groups, in order to ensure their equitable representation in all occupational categories and levels in the workforce.”

The EEA defines the designated group in section 1 as follows: “designated groups” mean black people, women and people with disabilities.”

Section 6 (1) of the EEA prohibits unfair discrimination in the following terms: “no person may unfairly discriminate, directly or indirectly, against an employee, in any employment policy or practice, on one or more grounds, including race, gender, sex, colour, sexual orientation, age, **disability**, religion, HIV status, conscience, belief, political opinion, culture, language and birth. Provision against unfair discrimination reflects the wording of the Constitution, 1996, but included amongst others, principles, family responsibility, political opinion and HIV status.

The EEA states that a person may be suitably qualified for a job if any one or a combination of factors exists. The EEA states in section 20(3) that “For the purpose of this Act, a person may be suitably qualified for a job as a result of any one of, or combination of that person’s:

- a) formal qualification;
- b) prior learning;
- c) relevant experience; or
- d) capacity to acquire, within a reasonable time, the ability to do the job.”

This provision applies to all designated groups, including people with disabilities. In terms of the EEA an employer is therefore obliged to evaluate all the factors listed in section 20(3) in determining whether an employee or an applicant for employment has the ability to do the job in question (section 20(4)).



The EEA requires the reasonable accommodation of people with disabilities and others within the workplace. The Act also requires employers to identify and remove barriers to the employment of persons in designated groups.

For previously disadvantaged employees, the main concerns were lack of training and development, whereas for the non-previously disadvantaged the primary concerns were reverse discrimination, racism and victimisation, (SA Journal of industrial psychology 2010). It can be argued that beneficiaries and non-beneficiaries may find a “common enemy” in EEA that will help them to avoid dealing with the disruptive reactions or underlying racial gender division despite the fact that the sources of their dissatisfaction with EEA are substantively different.

## **2.5 Employment**

In his book “Everybody Belongs” (Shapiro, 2000) discusses how negative myth and stereotypes continue to create ingrained prejudice towards people with disabilities. These prejudices are reflected in negative attitudes and behavior, which can impede the participation of people with disabilities in social, education and vocational context. Negative attitudes can obstruct the success of particular policies because the public drastically influences how much importance is given to an issue. The fact that disabled people are under-represented in the public sector, particularly in strategic and management positions does not help the situation. They are under-represented where decisions about policy and service provision are taken (Massie, 2006).

Siegel (1994) indicates that employment involves more than economic policy, political movements and human rights. He continue that unemployment is a subject that lends itself to ideological conflicts because it lies at nexus of such issues as the scope of Government responsibility and private power, of equity and inequity based on gender, class and race.

In the case of *National Education Health & Allied Workers Union obo Lucas vs Department of Health, Western Cape* (2004), it was found that while determining whether or not a dismissal based on incapacity was fair, regard must be given to

whether or not an employee is a person with disability as defined in the EEA. It is worth mentioning that incapacity and disability are two different concepts under South African labour law. The South African law clearly states that being disabled does not mean that one is automatically be incapacitated. The employee's incapacity may emanate from a lack of knowledge or skills or inefficiency, which is different where the employee is disabled, but possesses the necessary skills and competency to perform the assigned job, in which case reasonable accommodation might be necessary (Christianson, 2004). Dismissal would be unfair if based on a disability that the employer was aware of or due to injury on duty, unless all reasonable steps have been taken. In all cases of dismissal based on incapacity, the employer must prove that all reasonable alternatives were considered to no avail, and as a result the employer had to terminate the employment contract. The employer would need to prove compliance with fair procedures.

The Labour Relations Act 66 of 1995, section 188 & 189 states that an employer is entitled to dismiss an employee for reasons relating to his/her misconduct, incapacity and operational requirements. Yet, such dismissal should be procedurally and substantively fair. The dismissal will be automatically unfair if the reasons for dismissal amounts to one of the listed grounds in section 189(1) of the LRA, which includes disability. Section 187(2) further states that dismissal based on the employee's disability will be fair if it relates to the inherent job requirements in question. However in my view, the employer should be required to show that the employee with disability was unable to perform the necessary functions even after reasonable measures were put in place to accommodate his/her disability. In the case of *Standard Bank of South Africa v Commission for Conciliation, Mediation and Arbitration* 2008, it was found that the employer should be released from this burden only if he/she shows that reasonable accommodation in the circumstances would inflict an unjustifiable hardship on his/her business.

Article 27 of the *United Nations Convention on the Rights of Persons with Disabilities (UNCRPD)* 2008, enjoins member states to take appropriate steps to prohibit discrimination on the basis of disability with regard to all matters concerning all forms of

employment, including conditions of recruitment, hiring and employment; protect the rights of persons with disabilities on an equal basis with others, to just and favourable conditions of work including equal opportunities and equal remuneration for work of equal value; promote employment opportunities and career advancement for persons with disabilities in the labour market; as well as to ensure that reasonable accommodation in terms of employment and training is provided to persons with disabilities in the workplace.

South Africa became signatory to this convention in 2007, but it became an international law in 2008. The UNCPRD has a particular relevance to this research as it emphasises the pledge of South Africa as a signatory to the UNCPRD to promote employment opportunities and career advancement for persons with disabilities in the labour market.

Each department as mandated by Department of Public Service and Administration (DPSA) is supposed to have the Job Access Plan with the following key strategic goals:

- Advancing and fast tracking the achievement of set targets.
- Increasing representation and participation of Persons with Disabilities.
- Increasing access to opportunities for employment, skills development and upward mobility.
- Encouraging the removal and elimination of all barriers to entry, access, advancement and development for persons with disabilities.

However, it has been difficult to employ people with disability, and not complying with reaching the set target (DPSA Report 2010).

More recently, Slabbert (2004) has stated that in South Africa, the complexity and importance of the challenges is highlighted inter alia by:

- A socio economic backlog in the form of a high unemployment rate, which is steadily worsened by the impact of globalisation. Organisational restructuring and retrenchments become tantamount with the striving for cost effectiveness in the “global village”.



- A political drive for transformation in the form of equity, black economic empowerment and affirmative action.
- Some trade union officials who have yet to adapt to a new strategy role rather than a conflict orientation in their workplace approach.
- A widening gap between socio economic expectations and realities – a gap that can result in a revolution within a revolution if not managed, in which the benefits of a successful and demographic political transformation are neutralised by an emotional socio-economic revolution which is often the forerunner of a civil war in Africa.

Within this environment, people with disabilities do not have an equitable opportunity as compared to other designated groups to find decent employment. Supported by theory reviewed in the literature, unemployment represents one of the most significant determinants of poverty among people with disabilities.

Prokviti and Muzzafar (2013) have indicated that if effective support and protection in employment and income generation are achieved for disabled people, many extremely poor disabled people will be allowed to live not only more healthy and happy lives, but it would also make a momentous contribution to economic and social progress across society.

The existing lower employment rates for persons with disabilities suggests that there are still obstacles to overcome, both in the workplace and in the community at large (Human Resources and Skills Development Canada, 2012).

The South African Commission for Employment Equity confirms in its Annual Report (2004/2005) that data on employment of people with disability remains unsatisfactory. The Annual Report indicated that the deprived position of persons with disabilities would be due to diverse socio-economic and social cultural factors, particularly their low levels of education, discrimination in the labour market and negative attitudes of those they live amongst.



It is indicated that 36% of employed Americans with a disability come across some type of workplace discrimination because of their disability, and 50% of those persons believe they were refused a job because of their disability (Stoddard et al. 1998 as cited in Center 2011). Distinctive examples of workplace discrimination include not being accommodated within the workplace, being given less responsibility, being paid less than workers without a disability, being refused a promotion, and being refused an interview (National Organization on Disability 2002a).

Persons with disabilities not only experience a lower rate of employment, but also obtain less full-time employment than their counterparts without disabilities. In *Stoman v Minister of Safety and Security & Others (2002)*, it was held that the 'appointment of people who are wholly unqualified, or less than suitably qualified or incapable, in responsible positions, cannot be justified. Yet it is presented that persons with disabilities should not be discriminated against solely on the basis that they lack relevant experience. As long as they are suitably qualified and have the capacity to acquire the necessary skills within a reasonable time in order to perform the job in question, they should then be considered for appointment'.

In *Hoffman v South African Airways (2001)*, an HIV positive applicant applied for a post as a cabin attendant and he was not appointed, based on his status. The airline policy had mentioned that people who were HIV positive could not be employed as cabin attendants. The dismissal was found to be unfair as the person was denied employment without regard to their ability to perform the duties of the positions they had been excluded from. It was found to be a violation of rights to equality and human dignity.

When persons with disabilities have access to employment and training to acquire skills relevant to the labour market, and relevant to their abilities and interests, they can make a valuable contribution in the workplace (ILO Skills and Employability Department 2007). It is generally found that a person with disability may develop into a well-adjusted, productive worker in an atmosphere of acceptance, co-operation and goodwill, (Department of Labour 2002).

## 2.6 Education

Education is regarded as part of the prerequisite for better employment of all people including persons with disabilities.

Education plays a vital role in employment of persons with disabilities in management position. According to the following American study, while a university education provides students with knowledge and enhanced skills that will assist them in the workforce, it appears that many educated persons with disabilities will not obtain the jobs they desire upon graduation (Fichten, Shirley, Havel, Barile and Landry 2012). Fichten et al. (2012) studied the experiences of graduates from three large, urban junior/community colleges 5 to 10 months after graduation. They found that while there was little difference in the employment rate between graduates with and without disabilities, few graduates with disabilities were employed in a job related to their field of study.

In South Africa the most notable barriers to people with disabilities accessing work as per National Development Plan Vision 2030 (NDP), (2011) are:

- Physical barriers, which may prevent persons with disabilities from accessing educational facilities.
- Information barriers, which may leave persons with disabilities without the use of essential educational materials.
- Communication barriers in educational settings, which may prevent persons with disabilities from accessing information and/or participating fully in the learning experience.
- Such barriers may also prevent students with disabilities from interacting fully with their peers who do not have disabilities.
- Attitudinal barriers, which may lead to assumptions about the capabilities of persons with disabilities, and whether it is wise to commit resources to their education. This can lead to people with disabilities receiving substandard

education – or even being denied access to education – a problem that especially affects girls and women with disabilities.”

Article 24 of the UNCPRD (2008) states that “member states shall ensure an inclusive education system at all levels and lifelong learning directed to full development of human potential and sense of dignity as well as development of people with disabilities’ personality, talents and creativity”. The Convention again states that people with disabilities should not be excluded from the general education system on the basis of disability; that effective individualised support should be provided in environments that maximise academic and social development consistent with the goal of full inclusion; and that reasonable accommodation for people with disabilities should be provided based on the individual requirements.

## **2.7 Conclusion**

The Promotion of Equality and the Prevention of Unfair Discrimination Act, 4 of 2000 (PEPUDA) describes “discrimination” as “any act or omission which directly or indirectly imposes a burden, obligation or disadvantage on or withholds benefits, opportunities or advantages from any person on one or more of the prohibited grounds (section 1(viii)). The Act was introduced in order to comply with section 9(4) of the Constitution to pass national legislation to prevent or prohibit unfair discrimination and to promote the achievement of equality”. This Act also imposes a clear duty on the state to give special consideration to the rights of people with disabilities.

International and South African Legislation protect the interests of people with disabilities.

This literature review has covered some of the relevant documents, and the challenges faced in employment and education of people with disabilities. This study aims to fill the knowledge gap regarding conditions in South Africa by providing a practical study in one particular South African Province, namely North West province.

## **CHAPTER 3: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter delineates in details the research design and choice of research methods and techniques as well as their relevancy within the context of the Government Departments in the North West Province.

Methodology can be described as steps that are involved in an approach. As Klein (1999) puts it, the best way to manage an organisation's reputation is to measure it. In order for us to manage and to acquire an understanding about the North West Province, we have to look at scientifically based research processes in order to obtain convincing outcomes from the questioning techniques, and to ensure that the information and outcomes that we derive from those questioning techniques are valid and reliable.

This study consists of two essential mechanisms as part of the research methodology. It consists of document scrutiny and an empirical study. The empirical approach consists of primary research and collection of data through the use of questionnaires. Self-administered questionnaires were delivered to respondents who completed them and the researcher collected them on the due date agreed upon.

#### **3.1.1 Research questions**

The methodology of this research was tailored in an attempt to answer the following questions:

1. What is the state of reasonable accommodation practices at the North West Provincial Government Departments for employed people with disabilities?
2. How aware are the managers, able-bodied employees and persons with disabilities about reasonable accommodation?
3. How can present resources be leveraged for optimal effectiveness regarding reasonable accommodation in the province?



### **3.1.2 Qualitative research**

The primary purpose of the qualitative research method is to give the researcher a more detailed picture through data enhancement. In comparing qualitative and quantitative research, Leedy and Ormrod (2010, p.95) states that the qualitative researcher seeks a better understanding of complex situations, while quantitative researcher on the other hand seeks explanation and predictions that will generalise to other persons and places. Qualitative research refers to meanings, concepts, definitions, characteristics, metaphors, symbols and descriptions of things, while quantitative research refers to the measures and counts of things as indicated by Cooper and Schindler (2013).

### **3.1.3 Quantitative research**

Quantitative research involves the collection of primary data from large numbers of individuals/respondents with the intention of projecting the results to the research population. The aim is to make generalisation about a specific population, based on the results of a representative sample of that population. The research findings will then be subjected to mathematical or statistical manipulation to produce broadly representative data of the total population and forecast future events under different conditions (Tustin, Martins, Ligthelm & Wyk 2005, p.89). This research hopes to do so within its own limited scope.

In the context of my research, the intention is to obtain a detailed description of the situation, using the lived experience of participants, officials of the NW Provincial Departments as well as employees with disabilities.

### **3.1.4 The researcher**

Creswell (2007) states that the researcher is a key instrument in the data collection. The researcher used the environment of the North West Province public service sector. The researcher is the data gathering instrument (Cooper & Schindler 2013). I distributed questionnaires to the selected sample and gathered the documents for analysis. In addition, according to Cooper and Schindler (2013), the researcher tends to become subjectively absorbed in the subject matter. This study reflected the personal know-how of the researcher due to her experience in the NWP public sector.

### **3.1.5 The participants**

The participants were chosen according to a sample of twenty two (22) people in order to get clarity on the understanding of reasonable accommodation for people with disabilities in the North West Province public service. Among the 22 people were HR Practitioners, HR Managers, Managers for OSPD and Persons with disabilities. Of the 22 sample, eleven (11) were HR managers, one (1) was the manager in the Office on the Status of Persons with Disabilities (OSPD), five (5) were HR practitioners and five (5) were persons with disabilities. This people were chosen because they work closely with issues affecting people with disabilities in the public service. The questionnaire was used in order to answer questions about the complex nature of phenomena from the participant's point of view (Leedy & Ormrod 2010)

### **3.2 Research Design**

The choice of research design centres on the nature of the research, the setting, the possible limitations and the underlying paradigm that informs the research project.

The research design constitutes the plan for the collection and analysis of data. This study incorporates two methods: document scrutiny and questionnaires.

This design describes the detailed methods used to collect and analyse data (Creswell 2007; Meyrick 2006). It had a double focus, the exploration of level of understanding of reasonable accommodation practices and how research participants (employers and employees with disabilities at the North West Government departments) manage disability in the workplace, as well scrutinising documents from various government department to assess the level of disability management by employers.

### **3.3 Data collection**



#### **3.3.1 Stratified purposive sampling**

Stratified purposive sampling includes categorising members of the population. It provides precise estimations if the population surveyed is different from the categorised groups. It also enables the researcher to determine desired levels of sampling accuracy for each group (Fairfax County Department of Systems for Human Services 2003).

Sampling is considered a very powerful tool for accurately measuring characteristics and opinions of a population.

The participants were chosen according to a sample of twenty two (22) people. Our sample was categorised into Human Resource Managers and employees with disabilities who have disclosed in the NWP Public Service. The sample was sufficient to allow for the feasibility of the study and yet large enough to be quite representative of the targeted population.

### **3.3.2 Questionnaires**

A questionnaire was compiled for selected senior managers in the 11 Government Departments and people with disabilities who have disclosed their status. The aim was to determine their understanding of reasonable accommodation for persons with disabilities, their attitude towards the problem, and the possible solutions from their view point. The questionnaire comprised eleven (11) structured questions which made it easy for the respondents to indicate their views.

The use of traditional five-point Likert scale questions enabled respondents to indicate their opinion on reasonable accommodation practices in their respective departments in the North West Province. Likert scale is the most repeatedly used variation of the interval scale that consists of declarations that express either a favorable or unfavorable attitude towards the object of intact.

At the outset contacting various respondents to participate in the study, the researcher provided them with background information regarding the study, as well as the researcher's particulars. Participation was voluntary, and the "rights" of the participants to anonymity were provided in a letter of invitation from the institution at which the researcher is registered. Before entering the field to design the questionnaire, the researcher conducted an online Intranet search of the North West Provincial Government departments for background information of the participating departments. This was to give the researcher a broader scope and an overview of the department.



Questionnaires were distributed personally to the participants and given due date for collection. On the due date the researcher personally went back to collect the filled questionnaires.

### **3.3.3. Document scrutiny**

Documents scrutiny was utilised as a method of data collection to assess the impact that the problem has on the overall performance of the government regarding compliance with provision of reasonable accommodation for persons with disabilities in line with the acts and prescripts.

The sources of data used in this study were the Job Access Implementation Framework, Disability Management Policy of the departments together with the departmental quarterly reports to OSPD and DPSA. All the documents were sourced from government departments who possess them as well as DPSA.

The advantages of documentary analysis are as follows: (Greeff 2005)

- Fairly low cost. Even though the cost of documentary analysis is “influenced by dispersion and availability of documents”, documentary analysis is more affordable than a survey
- Confession. A person is more likely to confess in a document than in interviews or questionnaires
- Non-activity. Producers of documents do not anticipate that their documents will be analysed at a later stage, unlike surveys where participants are aware that they are being studied
- Inaccessible subject. One fundamental importance of documentary analysis is that it is the only method in which the researcher does not need to make personal contact with the participant



### **3.4 Data analysis**

#### **3.4.1 Questionnaires**

Frequency analysis was conducted as the first step in analysing the research results using distribution tables. Neuman (1997, p.327) is of the view that social researchers systematically collect and analyse empirical evidence to understand and explain social life. The frequency analysis was calculated by using the number of respondents who completed the questions both disabled and able-bodied, or overall as the case may be. A respondent who missed a particular response was only excluded during the analysis of that response and not for the other responses completed. The analysis of the data was conducted by using the technique described below.

The questionnaire consists of a set of questions that were posed to the respondents. The questions were in the form of a positive statement where respondents had to indicate their degree of agreement and disagreement.

In analysing the research results, frequency analysis was conducted for descriptive purposes. The frequency analysis was calculated by using the number of respondents in a particular grouping, whether or not they had disabilities. In terms of questions that require a rating, total numbers were used in order to reach percentages.

#### **3.4.2 Document scrutiny**

The researcher studied the following types of documents in order to discern expression of policies: relevant parts of the South African Constitution, Job Access Implementation Frameworks, Disability Management policies of the departments and the departmental quarterly reports to OSPD and DPSA to check the relevance of the questionnaires responses to what is contained in the documents. The aim was also to capture hidden meaning and ambiguity of the contents that might be difficult for employers and employees to understand regarding disability management and reasonable accommodation. In analyzing the documents, relevant documents were gathered, contents and structure of documents were studied and relationships among the features were identified.

### **3.4.3 Triangulation**

The study used triangulation for verification of results. This method refers to the use of more than one approach or technique in a single study (Rudd & Johnson 2010). Triangulation can also be defined as the use of several different research methods to test the same findings. It is considered to be valuable as it establishes the validity of research findings. In this study, different methods and research instruments were used – questionnaires and documents. In addition, information was verified by using respondents with different perspectives for the questionnaires, such as managers and persons with disabilities in all the government departments in the North West province.

### **3.5 Research approach**

The research approach refers to the approach used in this paper to gather and analyse data, to test the questions and to come up with conclusions and recommendations. Cooper and Schindler (2003, p. 146) state that number of different approaches exist but no simple classification system defines all variations that must be followed.

A qualitative study may end with tentative answers that lead to future studies while quantitative and qualitative research designs are to some extent appropriate to answer different types of questions. One is bound to learn more about the world when both methods are used instead of adhering to one method only (Creswell 2007). The use of both methods is referred to as concurrent triangulation (Morgan, 1998). These methods were selected to answer the same research questions but in different ways and from different angles.

According to Molema (2006, p. 54), qualitative research is a term for investigation methodologies such as “ethnographic, field, naturalistic, anthropological or participant observer research”. The type of document scrutiny employed in this study used administrative records like policies, frameworks and quarterly reports to Office on the Status of People with Disabilities and Department of Public Services and Administration.

According to Meyrick (2006), qualitative research method is used as an effort to understand situations in their uniqueness as part of a particular context and the



interactions thereof, and that this understanding is an end in itself, which does not attempt to predict the future necessarily, but to understand the nature of setting. This definition would apply to the current study, where the setting is the North West Public Service Government departments. The researcher is attempting to understand the conditions experienced by employers in such departments, as well as people with disabilities who are employed there.

“Quantitative research method involves choosing subjects, and data collection techniques such as questionnaires and observations, measures for gathering information and procedures for implementing treatment” (McMillan & Schumacher, 2001, p.165). It seeks explanations and predictions that will generalise to other persons and places (Leedy & Ormrod 2010). Through this method the researcher attempts to attain genuine and valid information. Such methods may confirm or disconfirm a hypothesis.

The objective of this research was to find answers to real life problems concerning human being, generally grouped into three groups, therefore:

- Human Resources Managers
- Human Resources Practitioners
- Persons with disabilities employed by the NWP Public Service

The following discussion describes the specific efforts that the researcher made to ensure the study's reliability and validity, using the concepts described.

a) Credibility relates to internal validity. In pursuit of credibility limitations of the methodology used, and, the participants in the sample were identified and described in Section 3.2. The limitations of the methodology of the study are presented at the end of this chapter.

b) Transferability relates to external validity. In light of the recommendation by Marshall and Rossman (2006), that the generalisability of a study can be improved by referring to the original theoretical framework that guides data collection and analysis. To further

enhance the transferability of the study, stratified sampling was used and broad descriptions of the data were provided to allow the reader to make assumptions about transferability.

c) Dependability relates to reliability. In an effort to account for changing conditions in the research design, the researcher maintained field notes and materials to facilitate an audit.

d) Confirmability relates to objectivity. As previously mentioned, an audit trail should be left to enable the researcher to determine if conclusions, interpretations and recommendations can be traced to their sources (Babbie & Mouton 2001). The questionnaire and transcriptions have been maintained to allow for an audit to determine whether or not researcher bias had influenced the analysis. The confirmability and consistency of the research can generally be improved through the use of multiple researchers, a peer review or participant researchers (Babbie & Mouton 2001).

Reliability and validity are certainly the characteristics of good measurements and the keys to assessing the trustworthiness of any research study (Cooper & Schindler 2013).

### **3.6 Limitations / Delimitations**

The sample size selected was based on the recommendation that an appropriate sample size for a qualitative study is between twenty two and thirty (Babbie & Mouton, 2001). The small sample size (22) used in this study can be seen as a limitation, as this small number cannot be considered to be representative of the total population. Using a larger sample would have added depth to the research results and strengthened the contribution of this study to the body of knowledge and understanding of authenticity.

By using a larger sample, stretched engagement is facilitated, to the extent that data saturation occurs (Babbie & Mouton 2001; Kelly 1999). This would serve to enhance the credibility of the study. Larger sample was not used, and prolonged engagements were not pursued further in this study.



The unwillingness to share in-depth information is a further possible limitation. Participants in the study were known to the researcher, therefore the amount of personal information they were willing to divulge was limited to an unknown degree by this relationship.

Delimitations were that the study was conducted only in the North West province. The focus was only on persons with disabilities who have disclosed their status. The sample came from office of the Premier, Department of Public Works and Roads, the Department of Community Safety and Transport Management, The Department of Health, the Department of Education and Sports, the Department of Art, Culture and Traditional Affairs, the Department of Finance, Economic Enterprise Development, the Department of Rural, Environment, Agriculture and Development, The Department of Tourism, the Department of Local Government and Human Settlements and the Department of Social Development in the North West Province. This study could only be generalised to a limited degree because it only investigated one province. It did not distinguish between the attitudes of the managers and employees.

### **3.7 Ethical considerations**

The researcher took the following ethics into consideration when carrying out the research, as suggested by Kruger, Mitchell and Welman (2005):

***Informed consent:*** Researcher obtained the necessary consent from the respondents after they have carefully, frankly and truthfully informed them about the purpose of the research.

***Rights to their privacy:*** The interviewees were assured of their privacy and that their identity will remain unknown.

***Justice:*** The researcher ensured that any risks and benefits of data collection are distributed equally among the participants.

***Involvement of the researcher:*** Researchers guarded against manipulating respondents or treating them as objects rather than human beings. Unethical tactics were not used during the interviews.

### **3.8 Conclusion**

In this chapter, an overview of the research approach was presented. Qualitative (document analysis) and quantitative approaches (questionnaires) were utilised. The specific research methods employed in this study were described. The respondents, research instruments, data collection and analysis methods were also provided. Limitations and delimitations were described. The study fits the requirements for ethics, reliability and validity.

## **CHAPTER 4: RESULTS**

### **4.1 Introduction**

The chapter deals with results from the questionnaires and document analysis conducted. The research problems were captured in the questions which had the research objective to access the level of understanding of reasonable accommodation of persons with disabilities across all government departments in the North West Province. The questionnaires were completed by a stratified sample of 22 people inclusive of HR managers, HR Practitioners and people with disabilities who have disclosed their status.

### **4.2 Summary of the respondents' distinctiveness**

The participants from all North West Provincial Government Departments: Office of the Premier, the Department of Public Works and Roads, the Department of Community Safety and Transport Management, The Department of Health, the Department of Education and Sports, the Department of Art, Culture and Traditional Affairs, the Department of Finance, Economic Enterprise Development, the Department of Rural, Environment, Agriculture and Development, The Department of Tourism, the Department of Local Government and Human Settlements, the Department of Social Development, were selected in accordance with stratified sampling. In stratified purposive sampling only human resources managers, specialists and people with disabilities who have disclosed were identified. The entire population sample consisted of twenty two (22) respondents, two (2) from each department, and one (1) being manager with disability and four (4) employees with disabilities. The researcher managed to get cooperation from all of the participants.

Part of the questionnaire was answered by either yes, no, sometimes, not sure or don't know. In this case, 'not sure' means that the respondent has some knowledge of the answer, but is not quite sure what the answer is; and 'don't know' means that the respondent has no idea of the answer.

### 4.3 Results from questionnaires

**TABLE 2: STATISTIC PER DEPARTMENTS ON 2%**

| <b>Answer</b>                           | <b>Number</b> | <b>No on SMS</b> | <b>No on MMS</b> |
|-----------------------------------------|---------------|------------------|------------------|
| Premier's office                        | 10            | 1                | 0                |
| DPWR                                    | 24            | 0                | 2                |
| Tourism                                 | 2             | 0                | 0                |
| READ                                    | 15            | 0                | 1                |
| Health                                  | 65            | 1                | 1                |
| Social Development                      | 14            | 0                | 0                |
| Arts, Culture & Traditional Affairs     | 9             | 0                | 2                |
| Community Safety & Transport Management | 21            | 0                | 2                |
| Treasury & Economic Development         | 25            | 1                | 2                |
| Education & Sports                      | 81            | 0                | 0                |
| Local Government & Human Settlements    | 16            | 0                | 2                |
| <b>TOTAL</b>                            | <b>282</b>    | <b>3</b>         | <b>28</b>        |
| <b>Percentage %</b>                     |               | <b>1.06%</b>     | <b>9,93%</b>     |

In this table it has been observed that only 282 of persons with disabilities contribute to the total workforce of the North West Province. 1.06% is employed on senior management level 13. Only 9, 93% of people with disabilities are employed on middle management positions.



**TABLE 3: INDICATE YOUR CURRENT POSITION / DESIGNATION**

| Answer             | Levels | Able-bodied Respondents | Disabled Respondents | Total |
|--------------------|--------|-------------------------|----------------------|-------|
| Head of Department | 15     | 7                       | 0                    | 7     |
| Chief Director     | 14     | 10                      | 0                    | 10    |
| Director           | 13     | 2                       | 2                    | 4     |
| Deputy Director    | 11-12  | 1                       | 3                    | 4     |
| Assistant Director | 09-10  | 28                      | 6                    | 34    |

From the above table we see that there is no disabled person employed as the Head of Department; there is also no disabled person employed as the Chief Director. 50% of the disabled persons are employed as Directors; 75% as Deputy Directors and 17.65% as Assistant Directors.

**TABLE 4: INDICATE YOUR HIGHEST QUALIFICATIONS**

| Answer            | Other | Able-bodied Respondents | Disabled Respondents | Total |
|-------------------|-------|-------------------------|----------------------|-------|
| Std 6 / Grade 8   |       | 4                       | 20                   | 24    |
| Std 8 / Grade 10  |       | 3                       | 5                    | 8     |
| Matric / Grade 12 |       | 40                      | 10                   | 50    |
| National Diploma  |       | 56                      | 5                    | 61    |
| Bachelor's Degree |       | 15                      | 1                    | 16    |
| Honour's Degree   |       | 2                       | 0                    | 2     |
| Master's Degree   |       | 4                       | 1                    | 5     |
| Other: Specify    | ABET  | 0                       | 32                   | 32    |

From the above table we see that 16.67% of the respondents(able-bodies) have Grade 8 while 83.33% of the respondents (disabled) have Grade 8. 37.5% of the respondents

(able-bodies) have Grade 10 while 62.5% of the respondents (disable) have Grade 10. Most of people with matric qualifications are able-bodied persons (80%) while 20 % of disable respondents have matric. 8.70% of disabled persons have post matric qualification while 91.30% of able bodies have post matric qualification. Lastly 100% of people with abet qualification are disabled people. The numbers were as well drawn from the Persal system by HR practitioners hence there is an overlap in grades.

**TABLE 5: DO ALL THE ADVERTISEMENTS CATER FOR PEOPLE WITH DISABILITIES?**

| <b>Answer</b> | <b>Frequency</b> | <b>Percentage %</b> |
|---------------|------------------|---------------------|
| Yes           | 17               | 77%                 |
| No            | 2                | 9%                  |
| Sometimes     | 3                | 14%                 |
| <b>Total</b>  | <b>22</b>        | <b>100%</b>         |

Of the 22 sampled, 77% confirmed that departmental advertisements for vacancies cater for persons with disabilities. 9% indicated that the departmental adverts do not cater for persons with disabilities. 14% confirmed that departmental advertisements for vacancies cater for people with disabilities sometimes.

**TABLE 6: ARE THE DEPARTMENTAL POLICIES DISABILITY SENSITIVE?**

| <b>Answer</b> | <b>Frequency</b> | <b>Percentage %</b> |
|---------------|------------------|---------------------|
| Yes           | 11               | 50%                 |
| No            | 7                | 32%                 |
| Not sure      | 2                | 9%                  |
| Don't know    | 2                | 9%                  |
| <b>Total</b>  | <b>22</b>        | <b>100%</b>         |

50% of the sample of 22 confirmed that in their opinion departmental policies are disability sensitive while 32% confirmed that the departmental policies are not disability sensitive. 9% of the sample was not sure if the departmental policies were disability sensitive, while 9% did not know.

**TABLE 7: DOES THE DEPARTMENT HAVE A SPECIFIC UNIT THAT DEALS WITH ADVOCACY OF RIGHTS OF PEOPLE WITH DISABILITIES?**

| <b>Answer</b> | <b>Frequency</b> | <b>Percentage %</b> |
|---------------|------------------|---------------------|
| Yes           | 22               | 100%                |
| No            | 0                | 0                   |
| Not Sure      | 0                | 0                   |
| Don't Know    | 0                | 0                   |
| <b>Total</b>  | <b>22</b>        | <b>100%</b>         |

100% of the departments are perceived to have dedicated units that deal with rights of persons with disabilities.

**TABLE 8: DOES THE DEPARTMENT HAVE JOB-ACCESS IMPLEMENTATION FRAMEWORK?**

| <b>Answer</b> | <b>Frequency</b> | <b>Percentage %</b> |
|---------------|------------------|---------------------|
| Yes           | 5                | 23%                 |
| No            | 6                | 27%                 |
| Not Sure      | 6                | 27%                 |
| Don't Know    | 5                | 23%                 |
| <b>Total</b>  | <b>22</b>        | <b>100%</b>         |

Only 23% are perceived to have Job Access Implementation Framework and report bi-annually to DPSA on the implementation. 27% of the departments do not have the Job Access Implementation Framework. 27% of the departments are not sure. 23% did not know what the Job Access Implementation framework is. It is elaborated further on figure 1.



**TABLE 9: DOES THE TRAINING IN THE DEPARTMENT INCLUDE PERSONS WITH DISABILITIES?**

| <b>Answer</b> | <b>Frequency</b> | <b>Percentage %</b> |
|---------------|------------------|---------------------|
| Yes           | 11               | 50%                 |
| No            | 5                | 23%                 |
| Not Sure      | 4                | 18                  |
| Don't Know    | 2                | 9%                  |
| <b>Total</b>  | <b>22%</b>       | <b>100%</b>         |

Of the 11 Departments only 50% confirmed that they believe that persons with disabilities are included in the training offered by those departments. 23% do not include persons with disabilities in their training plans. 18% were not sure if persons with disabilities are included in training offered by their departments. 9% did not know if persons with disabilities are included in the trainings offered by their departments.

**TABLE 10: ARE YOU AWARE OF REASONABLE ACCOMMODATION PRACTICES IN THE DEPARTMENT?**

| <b>Answer</b> | <b>Frequency</b> | <b>Percentage %</b> |
|---------------|------------------|---------------------|
| Yes           | 7                | 32%                 |
| No            | 6                | 27%                 |
| Not Sure      | 4                | 18%                 |
| Don't Know    | 5                | 23%                 |
| <b>Total</b>  | <b>22</b>        | <b>100%</b>         |

Of the 11 departments only 32% indicated that they are aware of reasonable accommodation practices in their departments. 27% confirmed that they are not aware of reasonable accommodation practices in their departments. 18% were not sure of the reasonable practices in their departments while 23% do not know of the reasonable accommodation practices in their departments.



**TABLE 11: IS TRAINING OFFERED ON JOB ACCESS IMPLEMENTATION FRAMEWORK FOR ALL STAFF IN THE DEPARTMENT?**

| <b>Answer</b> | <b>Frequency</b> | <b>Percentage %</b> |
|---------------|------------------|---------------------|
| Yes           | 2                | 9%                  |
| No            | 9                | 41%                 |
| Not Sure      | 5                | 23%                 |
| Don't Know    | 6                | 27%                 |
| <b>Total</b>  | <b>22</b>        | <b>100%</b>         |

Just 9% of the departments are perceived to offer training on Job Access Implementation Framework for all staff in the departments while 41% do not offer training on JA to all staff in the department. 23% were not sure if training is offered to all staff on JA while 27% did not know if training is offered to all staff on JA.

**TABLE 12: ARE AWARENESS CAMPAIGNS ON RIGHTS OF PERSONS WITH DISABILITIES OFFERED TO ALL STAFF IN THE DEPARTMENT?**

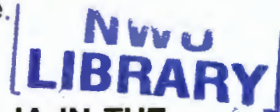
| <b>Answer</b> | <b>Frequency</b> | <b>Percentage %</b> |
|---------------|------------------|---------------------|
| Yes           | 3                | 14%                 |
| No            | 13               | 59%                 |
| Not Sure      | 6                | 27%                 |
| Don't Know    | 0                | 0%                  |
| <b>Total</b>  | <b>22</b>        | <b>100%</b>         |

Just 14% believe that awareness campaigns on rights of people with disability are offered, while 59% of the Departments conduct the awareness campaigns only during disability month (November), focusing only on employees with disabilities and their supervisors. 27% of the departments were not sure if the campaigns were offered.

#### **4.4 Document analysis**

The reports from DPSA do not incorporate new names of the departments as listed in the data from questionnaires, due to reconfiguration in 2014. The Department of Agriculture and Rural Development is now Department of Rural, Environment,

Agriculture and Development (READ). Department of Education is now Department of Education and Sports. Department of Economic Development, Environment and Tourism is now Department of Tourism. Department of Finance is now Department of Treasury and Economic Development. Department of Human Settlements is now Department of Local Government and Human Settlements. Department of Public works, Roads and Transport has no Transport wing anymore (DPWR). Department of Public Safety and Liaison is now Department of Community Safety and Transport Management. Department of Sport, Arts and Culture is now Department of Sports, Arts and Traditional Affairs. The other departments not mentioned did not change.



**FIGURE 1: IMPLEMENTATION PLANS AND REPORTS ON GESF AND JA IN THE NWP**

## Implementation plans and reports on GESF and JA

| NORTH WEST: DEPARTMENT                                         | GESF |        | JA   |        |
|----------------------------------------------------------------|------|--------|------|--------|
|                                                                | Plan | Report | Plan | Report |
| 1. Office of the Premier                                       | Yes  | No     | Yes  | No     |
| 2. Department of Agriculture & Rural Development               | Yes  | No     | Yes  | No     |
| 3. Department of Education                                     | No   | No     | No   | No     |
| 4. Department of Economic Development, Environment and Tourism | Yes  | Yes    | Yes  | Yes    |
| 5. Department of Finance                                       | Yes  | Yes    | Yes  | Yes    |
| 6. Department of Health                                        | Yes  | Yes    | Yes  | Yes    |
| 7. Department of Human Settlements                             | No   | No     | No   | No     |
| 8. Department Local Government and Traditional Affairs         | Yes  | Yes    | Yes  | Yes    |
| 9. Department of Public Works, Roads and Transport             | No   | No     | No   | No     |
| 10. Department of Public Safety and Liaison                    | Yes  | Yes    | Yes  | Yes    |
| 11. Department of Sports, Arts and Culture                     | No   | No     | No   | No     |
| 12. Department of Social Development                           | No   | No     | No   | No     |
| Total                                                          | 7/12 | 5/12   | 7/12 | 5/12   |



Leading the Public Service to Higher Productivity

All Government departments are expected to compile Job Access Implementation Framework (JA) which addresses issues affecting people with disabilities in the workplace as well as Gender Equality Strategic Framework (GESF). This refers to issues affecting women, including women with disabilities in the workplace. The departments need to do this annually, and to report bi-annually on the implementation of those plans. According to Department of Public Service and Administration (DPSA)



most of the departments do not comply with submission of Job Access Implementation plan and Gender Equality Strategic Implantation plan to DPSA. The resistance either emanates from lack of understanding or resistance to change. The non-submission and implementation impact negatively on the rating of Management Performance Assessment Tool (MPAT) to DPSA.

This is a clear indication of how many departments submitted the plans and bi-annual reports on Job Access and GESF. Out of twelve (12) Departments only seven (7) submitted their plans. Only five (5) departments submitted their half yearly reports based on the plans submitted at the beginning of the year. Though North West Province have 11 departments, one department have branches and report separately for those branches, hence the number of departments is 12 as per DPSA and not 11 as indicated in the questionnaire.

**FIGURE 2: STATUS OF CABINET AS AT 2014, PROVIDED BY DPSA.**



## Compliance with equity targets-Cabinet

The percentage break-down for persons with disabilities in the May 2014 Cabinet is as follows:

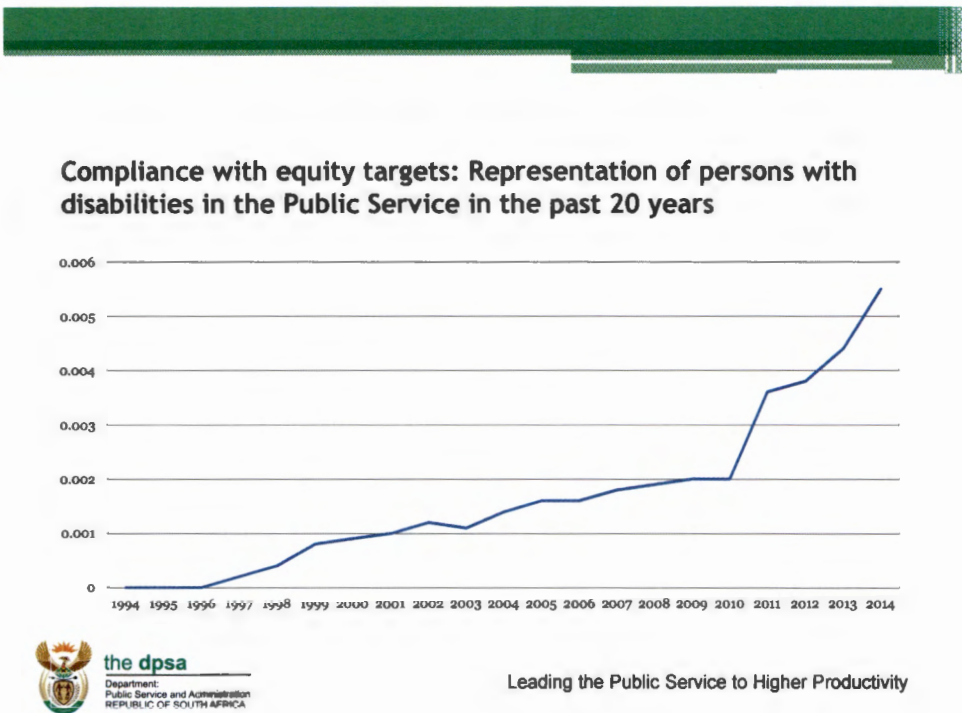
- Ministers: 2,8%
- Deputy Ministers: 5,4%

The percentage breakdown of women in Cabinet is as follows:

- Ministers:  $15/20=42.8\%$
- Deputy Ministers:  $17/20=45.9\%$

The Cabinet of South Africa needs to set an example for provincial departments on the employment of people with disabilities as they are the ones who set the threshold to meet 2% employment of people with disabilities by the year 2013. Above is the status of cabinet as at 2014 provided by DPSA. In the North West province, there are no people with disabilities employed as Member of Executive Committee (MECs) despite the fact that they set the threshold.

**FIGURE 3: COMPLIANCE WITH EQUITY TARGETS: REPRESENTATION OF PERSONS WITH DISABILITIES IN PUBLIC SERVICE FOR THE PAST 20 YEARS.**



The graph above, as provided by DPSA, clearly shows that improvement was registered at a slow pace from 1994 to 1996 and improved significantly from 1997 to date. 2% employment of persons with disability has still not been reached after 20 years of democracy and the introduction of numerous acts.



**FIGURE 4: EQUITY TARGET FOR WOMEN AND PERSONS WITH DISABILITIES IN THE NORTH WEST PROVINCE**

## Meeting Equity Targets

| NORTH WEST: DEPARTMENT                                                              | SMS    | Disability |
|-------------------------------------------------------------------------------------|--------|------------|
| 1. Office of the Premier                                                            | 33.33% | 1.01%      |
| 2. Department of Agriculture & Rural Development                                    | 30%    | 1.23%      |
| 3. Department of Education                                                          | 26.47% | 0.24%      |
| 4. Department of Economic Development, Environment and Tourism                      | 52.38% | 2.94%      |
| 5. Department of Finance                                                            | 34.29% | 2.3%       |
| 6. Department of Health                                                             | 39.53% | 0.38%      |
| 7. Department of Human Settlements                                                  | 33.33% | 2.5%       |
| 8. Department Local Government and Traditional Affairs                              | 30%    | 0.24%      |
| 9. Department of Public Works, Roads and Transport                                  | 30%    | 0.65%      |
| 10. Department of Public Safety and Liaison                                         | 38.46% | 1.7%       |
| 11. Department of Sports, Arts and Culture                                          | 40%    | 2.14%      |
| 12. Department of Social Development, Women, Children and People with Disabilities. | 42.86% | 0.38%      |



Leading the Public Service to Higher Productivity

Of the twelve (12) government departments, only four (4) departments reached and exceeded the 2% target for employing persons with disabilities. It shows that North West Provincial Government is still far from reaching the 2% threshold due to lack of understanding of policies, act and in particular reasonable accommodation.

### 4.5 Narrative analysis of documents and questionnaires

During 2014 in the entire Province only 282 people with disabilities were employed as indicated on questionnaire table 2. Most of people with disabilities are employed on very low levels in all the departments. Office of the Premier as the lead department is not doing well, with only one employee with disability on management position.

DPSA confirmed that in 2011, North West Province was ranked 2<sup>nd</sup> at 0.40% on disability representation. One department met and exceeded the minimum target, namely, Arts and Culture at 2.74%. Three departments had representation above 1%, namely, Provincial Treasury at 1.78%, Rural, Environment and Agricultural

Development (READ) at 1.35% and Community Safety and Transport Management at 1.57%. The improvement in 2014 is indicated on table 1.

Most of people with disabilities are employed on lower levels as indicated on table 3, and do not possess higher qualifications. It was indicated above that those with higher qualifications are not shortlisted for higher post and still feel discriminated and failed by the system. Based on this statement, somehow education does not play a vital role in the employment of people with disabilities in management positions.

According to table 6, policies are there in most of the departments for compliance, and they are not implemented or reviewed. Other departments have policies in place which are implemented, amended and reviewed accordingly.

All the departments have dedicated units that deal with rights of persons with disabilities. It was highlighted that in most cases the units are clouded with other responsibilities and end up being overlooked. Most of the managers of dedicated units have no idea of the role of the focal person in those units in terms of advocacy work. Therefore this lack of knowledge of managers hinders progress as managers tend to disapprove important concept documents. The other disadvantage mentioned is the location of unit at Human Resources Management whereby the managers for Human Resources Management focus only on issues directly linked with employment, recruitment and retention, and therefore overlook the rights of people with disabilities.

According to figure 1, some of the departments have Job Access Implementation framework and report bi-annually to DPSA on the implementation. According to DPSA analysis, only five (5) departments have submitted their reports for end August 2014 reporting cycle. Some departments have Job Access Implementation Frameworks but these are not implemented. They were just designed for compliance to Management Performance Assessment Tool (MPAT).

The DPSA introduced the GESF and JA in 2013, to make it easier for the departments to commit to areas of concern for women and people with disabilities and

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implementation thereof. Some of the departments do not dedicate their time to learn more on the frameworks. They find it difficult to cascade the information to other staff members in the departments as they do not know what to cascade. According to table 11, few departments conducted training on Job Access Implementation Framework.

#### **4.6 Conclusion**

The chapter dealt with findings from questionnaires data collected from different government departments and the Departments of Public Service and Administration. The information from the questionnaire was complemented by document analysis. The questionnaire used in the study is a reliable tool as far as it has produced what the researcher hoped for, which was detailed information relevant to the research. The following chapter analyses and interprets the findings.



## **CHAPTER 5: RESEARCH ANALYSIS & INTERPRETATION**

### **5.1 Introduction**

In the previous chapter, the results from documentary analysis and questionnaires were presented. This chapter analyses data gathered and interprets the results. The researcher provides the discussions of the results related to the research problems and literature.

### **5.2 Analysis and interpretation of data**

Table 2: it has been observed that only 282 of person with disabilities contribute to the total workforce of the North West Province. 1.06% is employed on senior management level 13. Only 9.93% of people with disabilities are employed on middle management positions. It is clear that people with disabilities occupy lower level positions in all departments. There was an improvement of meeting the target of 2% in 2014 as indicated in figure 4, but was not enough. People with disabilities cannot contribute to frameworks and policy making decisions due to levels they occupy.

Table 3: It has been observed that there are no disabled people employed as the Heads of Departments; there is also no disabled person employed as the Chief Director. Half of the disabled persons are employed as Directors; three quarters are Deputy Directors and one third is Assistant Directors. However, this means that only two people with disabilities are directors and three are Deputy Directors. It can be concluded that most senior positions are held by able-bodied employees. It has been observed that people with disabilities cannot contribute to frameworks and policy making decisions due to levels they occupy. They are underrepresented in management.

Table 4: It has been observed that 16.67% of the respondents (able-bodied) have Grade 8 while 83.33% of the respondents (disabled) have Grade 8. 37.5% of the respondents (able-bodied) have Grade 10 while 62.5% of the respondents (disabled) have Grade 10. Most of people with matric qualifications are not persons with disabilities (80%), while 20 % of disabled respondents have matric. 8.70% of disabled persons have post matric qualification, while 91.30% of those who are able bodied have

post matric qualification. Lastly, 100% of people with A(B)ET qualification are disabled people. It can be concluded that participants with disabilities do not generally possess post matric qualifications.

Table 5: it has been observed that 77% of the departmental advertisements for vacancies are perceived to cater for persons with disabilities. 9% indicated that the departmental adverts do not cater for persons with disabilities. 14% confirmed that departmental advertisements for vacancies cater for people with disabilities sometimes. It is concluded that more than 90% of participants believe that the departmental advertisements cater for persons with disabilities, and most seem to be satisfied.

Table 6: It has been observed that half of the respondents feel that the departmental policies are sensitive to disability. A larger percentage (almost 30%) confirmed that the departmental policies are not disability sensitive. Almost 20% the respondents were not sure and did not know if the departmental policies were disability sensitive. Almost half of the respondents do not see the departmental policies as sensitive to disability.

Table 7: All respondents agreed that there are dedicated units that deal with rights of persons with disabilities. It is therefore promising that there are dedicated units in all the department which deals with disability issues, though the effectiveness of the units are not known, but only perception/knowledge of existence of these units was confirmed.

Table 8: It is perceived that just under 30% of participants have Job Access Implementation Framework and report bi-annually to DPSA on the implementation. Less than 30% of participants believe there is a Job Access Implementation Framework, while over 40% of the participants were not sure or did not know what the Job Access Implementation framework is. This means that people with disabilities are not being given access to strategic documents of the department.



Table 9: Half of the respondents confirmed that they believe that persons with disabilities are included in the training offered by those departments. 23% of the respondents with disabilities believed that persons with disabilities are not included in the training plans. Not enough employees are aware that training includes people with disabilities. An equal number said they are not sure or they do not know. It is not sufficient for just half of the respondents to be aware of such training.

Table 10: It has been observed that 32% of the respondents are aware of reasonable accommodation practices in their departments. 27% confirmed that they are not aware of reasonable accommodation practices in their departments. 18% were not sure of the reasonable practices in their departments while 23% do not know of the reasonable accommodation practices in their departments. It is concluded that the minority of the respondents are aware of reasonable accommodation practices, while less than a third responded positively. This indicates a lack of awareness or education.

Table 11: it has been observed that only 9% of the participants are perceived that training is offered on Job Access Implementation Framework for all staff in the departments while, 41% do not believe that training is offered on JA to all staff in the department. 23% were not sure if training is offered to all staff on JA while 27% did not know if training is offered to all staff on JA. This means that half the participants were not sure or didn't know; and nearly half of the respondents believe that there is no training offered on the JA framework for all employees in the department. This is possibly the most revealing response, which indicates the urgency of action.

Table 12: It has been observed that only 14% of the departments are seen to conduct awareness campaigns on rights of people with disabilities, while over half of the departments are believed not to conduct the awareness campaigns. 23% of the participants were not sure, while 27% did not know if those campaigns are conducted. This means that half the respondents were not sure or didn't know. A small minority (14%) believe these campaigns are going on. There is an indication that there is glaring need for education and workshops to make employees aware of facilities that exist.



## **5.3 Relation of main issues to literature**

### **5.3.1 Reasonable Accommodation**

The challenges identified were of political, socio-cultural and socio-economic, and physical character. The political structures and the legal framework signify opportunities for persons with disabilities to gain access to employment above all in management positions. They also represent an opportunity for the Office on the Status of Persons with Disabilities and Focal Persons for people with disabilities in different Departments to advocate for further rights of people with disabilities. However, lack of implementation of various laws and policies, and also lack of information of the opportunities available to the people with disabilities, creates further barriers to the inclusion of people with disabilities in the mainstreamed programmes. Policies are there but the implementation and reviewing is overlooked.

One of the three categories of reasonable accommodation as stated in the Americans example, ADA, is the modification or adjustment to a job application process that enables a qualified applicant with disability to be considered for the position such qualified applicant desires, as well as modification or adjustments to the work environment. Christianson (2004) indicated that reasonable accommodation depends upon the employer being aware of the applicant's or the employee's disability or impairment.

### **5.3.2 Disability**

The definition of people/persons with disabilities as defined in section 1 of the EEA for employment purpose is a challenge to the employment of people with disabilities because words used in the definition are vague. Stromso (2008) chose to use the term persons with impairment and disabilities rather than people in order to further acknowledge the personal experience of their lived embodiment but also to avoid presenting them as a homogeneous group.

### 5.3.3 Employment

As tables 2 and 3 of the questionnaire showed, people with disabilities are under-represented in the public sector, particularly in strategic and management positions. Massie (2006) highlighted the fact that people with disabilities are under-represented where decisions about policy and service provision are taken. United Nations Convention on the Rights of Persons with Disabilities and Optional Protocol (preamble o), agrees with this finding that persons with disabilities should be involved in decision-making processes about policies, including those concerning them.

As shown in table 2 of the questionnaire, the respondents with disabilities confirmed that they occupy lower level positions due to inadequate education and training. Fichten et al. (2012) found that while there was little difference in the employment rate between graduates with and without disabilities, few graduates with disabilities were employed often in a job related to their field of study.

Article 27 of the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD) enjoins member states to take appropriate steps to prohibit discrimination on the basis of disability with regard to all matters concerning all forms of employment, including conditions of recruitment, hiring and employment, but there is still not enough recognition to this even though South Africa contributed to the Convention.

South African Code of Good Practice on Disability in the Workplace (2001) states that widespread ignorance, fear and stereotypes cause people with disabilities to be unfairly discriminated against in society and in employment. As a result, people with disabilities experience high unemployment levels and, in the workplace, often remain in low status jobs and earn lower than average remuneration. Responses to the questionnaire appear to support this.

The existing lower employment rates for persons with disabilities suggests that there are still obstacles to overcome, both in the workplace and in the community at large (Human Resources and Skills Development Canada 2012).



During informal discussion, some of the participants expressed a measure of contentment with their current employment status; several held positions that were below their educational qualifications. Employees with disabilities may be concerned that disclosure may limit job prospects or advancement opportunities due to misconceptions, stereotypes or generalisation. They are also concerned that they may be offered a token position to fill an employment equity target, therefore low level positions. They would rather be hired for their abilities and not disabilities.

#### **5.3.4 Education and Training**

In table 4 of the questionnaire, it can be concluded that participants with disabilities do not generally possess post matric qualifications. Article 24 of the UNCRPD (2008) states that “member states shall ensure an inclusive education system at all levels and lifelong learning directed to full development of human potential and sense of dignity as well as development of people with disabilities’ personality, talents and creativity”.

As indicated on table 11 of the questionnaire, the response under training indicates the urgency of action. Pillay (2010) indicated that women, men and people with disabilities are too often amongst the most marginalised in all societies and face unique challenges in the enjoyment of their human rights. Therefore training should not favour other groups more than other deserving groups.

The respondents indicated that training is not directly prioritized for persons with disabilities for upward mobility, whilst it is clear that they are underrepresented in management. They cannot contribute to frameworks and policy making decisions

South African Code of Good Practice on Disability in the Workplace (2001) states that workplaces are inaccessible and training is inappropriate for people with disabilities or not available at all.

The American with Disability Act of 1990 (ADA) included a clear declaration that employers shall not “discriminate against a qualified individual with a disability because



of the disability of such individual in regard to job application procedures, the hiring, advancement, or discharge of employees, employee compensation, **job training**, and other terms, conditions, and privileges of employment.

Arising from the departmental quarterly reports to OSPD, it has been confirmed that in most of the departments, people with disability go on training that caters for lower levels. They are not included in trainings for upwards mobility therefore Emerging Management Development Programmes (EMDP) and Advanced Management Development Programmes (AMDP). Other departments do not even take effort to train people with disabilities. Training on sign language is only done in some departments to meet the pre-requisites for Service Delivery Improvement Plans (SDIP) and Management Performances Assessment Tool (MPAT), and refresher courses are never offered. This is backed by training data of 2014 from the Department of Community Safety and Transport Management.

As the document analysis indicates in figure 1, most of the departments do not comply with submission of **Job Access Implementation plans** and Gender Equality Strategic Implementation plans to DPSA, while other departments submit the frameworks but fail to submit the reports on implementation. The resistance possibly emanates from lack of understanding or resistance to change.

## **5.4 Conclusion**

From the interpretation above it can be concluded that a lack of knowledge among all groups, and resistance by management contributes to non-compliance with laws. It is also noted that the non-implementation of policy frameworks by the employers leads to too many constraints for all. This has been shown in the literature, the documents analysed and in the responses to the questionnaires.

## **CHAPTER 6: RECOMMENDATIONS**

### **6.1 Introduction**

This chapter contains recommendations as derived from the findings in chapter 4 and analysis in chapter 5. It also encompasses the entire study.

### **6.2 Recommendations**

#### **6.2.1 Reasonable Accommodation**

One of the fundamental principles of the International Convention on the Rights of Persons with Disabilities (ICRPD) is the active involvement of persons with disabilities in decision-making processes related to policies and programmes. This principle may assist in knowing exactly what to incorporate in the policies and programmes of government so as to understand reasonable accommodation and be able to practice it accordingly. McInnes (2012) agrees with this recommendation by suggesting that persons with a disability needing adaptive technology should discuss with a potential employer how such devices would assist them in their job performance, as it would indicate problem-solving ability and display self-confidence.

Reasonable accommodation should be provided from the early stages of recruitment to the interview stage in order to make it fair and reasonable opportunity for persons with disabilities. Stromso (2008, p.63) mentioned that with regard to visual impairment in Africa, that being a visually impaired person herself, she was a good example that a visually impaired person can work well if the necessary facilities are in place, such as a guide and a braille typewriter.

Office on the Status of Persons with Disabilities has developed a database for people with disability for departments to pull from when vacancies arise. Then the departments are able to check the kind of disability to be accommodated in their respective buildings. Proper utilisation of the database would assist in the departments reaching the 2% threshold.

Educational campaigns within all levels of the workforce related to disability, including awareness and advocacy about workplace accommodations, incentives, and accessibility standards would be a positive feature. Awareness campaigns are crucial for transfer of knowledge by knowledgeable people. Awareness of the legislative and policy frameworks is also very important in assisting to manage disability effectively.

A focused training and development strategy to empower employers and employees, including those with disabilities, needs to be developed in order to manage disability effectively from an employment perspective.

Since not all employers have policy documents in place to guide them in decision making for provision of reasonable accommodation to employees with disabilities, it is recommended that proper monitoring of departments by DPSA on the compliance be intensified. Improvements in the implementation of disability management programmes also need to be monitored to prevent sluggish progress with implementation and lack of strategic focus. Many of the hardships experienced by people with disabilities could be prevented by implementing simple strategies in the workplace. Implementation and further training on policy frameworks concerning disability management and reasonable accommodation play a vital role in the effectiveness of corporate governance.

Understanding and promoting values underpinning basic human rights, equality, autonomy, dignity and solidarity is essential if government and individuals are to commit themselves to ensuring that each and every person can access the conditions required to live as self-determining individuals. This speaks to the necessity for regular training and workshops. Having a diverse workforce can create a wealth of experiences, skills and abilities that can enrich policies and programmes for better service delivery. It is also crucial to move towards more humanistic and empowering perspectives of disabilities, such as the human rights approach to disability, which views disability as an inherent part of society where the responsibility of disability is shared among all in society.



Employers must be sensitive to the fact that persons with disabilities may communicate and approach work tasks in a way that is different from other employees; however, it does not mean that persons with disabilities will not contribute effectively to the workplace. People with disabilities can reveal their ability and contribute equally alongside colleagues if organisations remove unfair discriminatory barriers to their employment and make reasonable accommodation for their needs.

A need for further research is fundamental on the effectiveness of implementation of reasonable accommodation practices in government because the introduction and amendments of the prescripts, policies and laws concerning reasonable accommodation already exist.

The definition of disability will assist a lot in deciding which issue of disability must be addressed. Therefore proposed amendments to definitions will be crucial for further research.

Future studies could distinguish the responses of two different population samples used in this study, which this study did not do. Other possible studies would entail focus on training on policies and implementation of policies and frameworks.

### **6.3 Conclusion**

Progressive realisation of the rights of South Africans with disabilities to equality as guaranteed in the South African Constitution, Act 108 of 1996, has, despite the release of the White Paper on an Integrated National Disability Strategy in 1997, and ratification of the United Nations Convention on the Rights of Persons with Disabilities and its Optional Protocol in 2008, not yielded the results intended.

More recent South African legislation, including EEA and many others have increased awareness of issues related to disability, training and jobs in the public mind, but for reasons mentioned in this chapter, they have not led to increased progress in this area.

We live with persons with disabilities in our homes, in churches and social gatherings, but we fail to accept them when it comes to workplace situations. Government has

policies and guidelines, but has not monitored their application thoroughly to accommodate persons with disabilities reasonably. Abled-bodied people are practicing what was done to them prior 1994 by closing them from public service. They must first be accepted by community they serve and then the same acceptance should escalate to workplaces.

Constant monitoring and evaluation of implementation of policies and frameworks on disability management is essential for smooth and understandable process. Building in regular training and awareness-raising workshops would be a practical way to help carry this out.

South Africa can also learn from international countries that are leading in disability management, such as USA and UK. Van Jaarsveld (2002) shares the same sentiment that South Africa can benefit from the experience of other countries, especially those where reasonable accommodation has come under sustained judicial scrutiny.

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## APPENDICES

### 1. Questionnaire

#### Evaluating reasonable accommodation for people with disabilities

**TABLE 1: STATISTIC PER DEPARTMENTS ON 2%**

| <b>Answer</b>                           | <b>Number</b> | <b>No on SMS</b> | <b>No on MMS</b> |
|-----------------------------------------|---------------|------------------|------------------|
| Premier's office                        |               |                  |                  |
| DPWR                                    |               |                  |                  |
| Tourism                                 |               |                  |                  |
| READ                                    |               |                  |                  |
| Health                                  |               |                  |                  |
| Social Development                      |               |                  |                  |
| Arts, Culture & Traditional Affairs     |               |                  |                  |
| Community Safety & Transport Management |               |                  |                  |
| Treasury & Economic Development         |               |                  |                  |
| Education & Sports                      |               |                  |                  |
| Local Government & Human Settlements    |               |                  |                  |
| <b>TOTAL</b>                            |               |                  |                  |
| <b>Percentage %</b>                     |               |                  |                  |

**TABLE 2: INDICATE YOUR CURRENT POSITION / DESIGNATION**

| <b>Answer</b>      | <b>Levels</b> | <b>Able-bodied Respondents</b> | <b>Disabled Respondents</b> | <b>Total</b> |
|--------------------|---------------|--------------------------------|-----------------------------|--------------|
| Head of Department | 15            |                                |                             |              |
| Chief Director     | 14            |                                |                             |              |
| Director           | 13            |                                |                             |              |
| Deputy Director    | 11-12         |                                |                             |              |
| Assistant Director | 09-10         |                                |                             |              |

**TABLE 3: INDICATE YOUR HIGHEST QUALIFICATIONS**

| <b>Answer</b>     | <b>Other</b> | <b>Able-bodied Respondents</b> | <b>Disabled Respondents</b> | <b>Total</b> |
|-------------------|--------------|--------------------------------|-----------------------------|--------------|
| Std 6 / Grade 8   |              |                                |                             |              |
| Std 8 / Grade 10  |              |                                |                             |              |
| Matric / Grade 12 |              |                                |                             |              |
| National Diploma  |              |                                |                             |              |
| Bachelor's Degree |              |                                |                             |              |
| Honour's Degree   |              |                                |                             |              |
| Master's Degree   |              |                                |                             |              |
| Other: Specify    | A(B)ET       |                                |                             |              |

**TABLE 4: DO ALL THE ADVERTISEMENTS CATER FOR PEOPLE WITH DISABILITIES?**

| <b>Answer</b> | <b>Frequency</b> | <b>Percentage %</b> |
|---------------|------------------|---------------------|
| Yes           |                  |                     |
| No            |                  |                     |
| Sometimes     |                  |                     |
| <b>Total</b>  |                  |                     |

**TABLE 5: ARE THE DEPARTMENTAL POLICIES DISABILITY SENSITIVE?**

| <b>Answer</b> | <b>Frequency</b> | <b>Percentage %</b> |
|---------------|------------------|---------------------|
| Yes           |                  |                     |
| No            |                  |                     |
| Not sure      |                  |                     |
| Don't know    |                  |                     |
| <b>Total</b>  |                  |                     |

**TABLE 6: DOES THE DEPARTMENT HAVE A SPECIFIC UNIT THAT DEALS WITH ADVOCACY OF RIGHTS OF PEOPLE WITH DISABILITIES?**

| <b>Answer</b> | <b>Frequency</b> | <b>Percentage %</b> |
|---------------|------------------|---------------------|
| Yes           |                  |                     |
| No            |                  |                     |
| Not Sure      |                  |                     |
| Don't Know    |                  |                     |
| <b>Total</b>  |                  |                     |

**TABLE 7: DOES THE DEPARTMENT HAVE JOB-ACCESS IMPLEMENTATION FRAMEWORK?**

| <b>Answer</b> | <b>Frequency</b> | <b>Percentage %</b> |
|---------------|------------------|---------------------|
| Yes           |                  |                     |
| No            |                  |                     |
| Not Sure      |                  |                     |
| Don't Know    |                  |                     |
| <b>Total</b>  |                  |                     |

**TABLE 8: DOES THE TRAINING IN THE DEPARTMENT INCLUDE PERSONS WITH DISABILITIES?**

| <b>Answer</b> | <b>Frequency</b> | <b>Percentage %</b> |
|---------------|------------------|---------------------|
| Yes           |                  |                     |
| No            |                  |                     |
| Not Sure      |                  |                     |
| Don't Know    |                  |                     |
| <b>Total</b>  |                  |                     |



**TABLE 9: ARE YOU AWARE OF REASONABLE ACCOMMODATION PRACTICES IN THE DEPARTMENT?**

| <b>Answer</b> | <b>Frequency</b> | <b>Percentage %</b> |
|---------------|------------------|---------------------|
| Yes           |                  |                     |
| No            |                  |                     |
| Not Sure      |                  |                     |
| Don't Know    |                  |                     |
| <b>Total</b>  |                  |                     |

**TABLE 10: IS TRAINING OFFERED ON JOB ACCESS IMPLEMENTATION FRAMEWORK FOR ALL STAFF IN THE DEPARTMENT?**

| <b>Answer</b> | <b>Frequency</b> | <b>Percentage %</b> |
|---------------|------------------|---------------------|
| Yes           |                  |                     |
| No            |                  |                     |
| Not Sure      |                  |                     |
| Don't Know    |                  |                     |
| <b>Total</b>  |                  |                     |

**TABLE 11: ARE AWARENESS CAMPAIGNS ON RIGHTS OF PERSONS WITH DISABILITIES OFFERED TO ALL STAFF IN THE DEPARTMENT?**

| <b>Answer</b> | <b>Frequency</b> | <b>Percentage %</b> |
|---------------|------------------|---------------------|
| Yes           |                  |                     |
| No            |                  |                     |
| Not Sure      |                  |                     |
| Don't Know    |                  |                     |
| <b>Total</b>  |                  |                     |

## 2. Combined Letter of Introduction and informed Consent



NORTH-WEST UNIVERSITY  
YUNIBESITHI YA BOKONE-BOPHIRIMA  
NOORDWES-UNIVERSITEIT  
MAFIKENG CAMPUS

*Faculty of Commerce & Administration*

### Department of Local Government & Human Settlements

*"Evaluating reasonable accommodation practices for people with disabilities at the North West Provincial Government".*

Research conducted by:

**Mrs G.G Tshepe (10885609)**  
**Cell: 0835577696**

Dear Participant

You are invited to participate in an academic research study conducted by Gadimang Gloria Tshepe, for Masters of Business Administration, student from the Faculty of Commerce and Administration at the North-West University-Mafikeng Campus.

The purpose of the study is to evaluate reasonable accommodation practices for people with disabilities at the North West Provincial Government.

Please note the following:

- This is an anonymous study survey as your name will not appear on the questionnaire. The answers you give will be treated as strictly confidential as you cannot be identified in person based on the answers you give.
- Your participation in this study is very important to us. You may, however, choose not to participate and you may also stop participating at any time without any negative consequences.
- Please answer the questions in the attached questionnaire as completely and honestly as possible. This should not take more than 15 minutes of your time.
- The results of the study will be used for academic purposes only and may be published in an academic journal. We will provide you with a summary of our findings on request.
- Please contact my study leader, Mr C Miruka at (018) 389-2496 or [cmiruka@nwu.ac.za](mailto:cmiruka@nwu.ac.za) if you have any questions or comments regarding the study.

Please sign the form to indicate that:

- You have read and understand the information provided above.
- You give consent to participate in the study on a voluntary basis. (Please tick)

Yes

Participant's signature

Date:

|                                |                      |                                       |                  |
|--------------------------------|----------------------|---------------------------------------|------------------|
| Beneficiary                    | 67. Dorothy Matlhaku | Beneficiary details                   | CAPITEC - 470010 |
| Send me a notice of payment by | SMS                  | Send beneficiary notice of payment by | SMS              |
| Cellphone number               | *****7696            | Cellphone number                      | 27724824919      |

Processed transactions

| Date & time of debit  | From account | Payment reference | Result     | Amount (R) | Actions                                                                             |
|-----------------------|--------------|-------------------|------------|------------|-------------------------------------------------------------------------------------|
| 2015-09-16   10:30:00 | 4085214248   | 9                 | SUCCESSFUL | 1,300.00   |  |
| 2015-08-20   20:26:00 | 4085214248   | 8                 | SUCCESSFUL | 2,000.00   |  |
| 2015-08-20   09:31:00 | 4085214248   | 7                 | SUCCESSFUL | 4,400.00   |  |
| 2015-07-15   10:56:00 | 4085214248   | 6                 | SUCCESSFUL | 1,500.00   |  |
| 2015-06-17   11:49:00 | 4085214248   | 5                 | SUCCESSFUL | 1,300.00   |  |
| 2015-05-18   10:47:00 | 4085214248   | 4                 | SUCCESSFUL | 1,000.00   |  |
| 2015-04-16   12:36:00 | 4085214248   | 3                 | SUCCESSFUL | 1,000.00   |  |
| 2015-03-17   12:15:00 | 4085214248   | 2                 | SUCCESSFUL | 1,000.00   |  |
| 2015-03-04   15:49:00 | 9061522525   | 1                 | SUCCESSFUL | 1,000.00   |  |

Future-dated transactions

| Date & time of debit             | From account | My reference | Beneficiary reference | Amount (R) | Actions |
|----------------------------------|--------------|--------------|-----------------------|------------|---------|
| You do not have any transactions |              |              |                       |            |         |