

Inštitút pre regionálny rozvoj, n. o.

National report

Employing Disabled People Through IT Tools in The EU

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Executive summary

Unemployment is a term that we encounter every day. It's a problem of every society. The unemployment in the Slovak Republic reached in 2012 a level of 14%. Job seekers are registered at the labour offices. At these offices also disabled persons can register as voluntary job seekers. Disabled persons who are in a disability retirement receive a pension from the Social Insurance Office. However, there are many disabled persons who want to be involved in the work process, who want to work but because of their disability they are disadvantaged. These people cannot perform every job but just that one that respects their capacity. Working in a call centre is one of the options, how they can be included in the work process.

The aim of this national report is to describe the situation of disabled unemployed in Slovakia, describe what responsibilities and possibilities have employers in relation to disabled employees. The report focuses on the possibility to engage disabled persons to work in a call centre, that's why in the next part the current status of call centres in Slovakia is examined, and experience they have with the employment of disabled persons, what requirements are imposed on their employees, what potential they can see in increasing the number of employment of persons with disabilities, what barriers they can see in their employment. Based on the information received, the final part of the report includes recommendations with measures that would be appropriate to encourage the employment of disabled persons in this sector.

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1. Introduction

The unemployment is a very serious problem of each society. Slovakia is no exception. The employment is a major source and simultaneously a means of an economic independence of every citizen, regardless whether he/she is healthy or disabled. Persons with disabilities are disadvantaged at the labour market due to their handicaps, and the possibility of their employability is much worse in comparison with healthy people.

Background

The National Report is created in the framework of the project „Employing disable people through IT tools in the EU“. The project involves 6 organizations:

- Wolverhampton Network Consortium - United Kingdom
- MsSence - United Kingdom
- ECCC Foundation - Poland
- Companhia de Ideias - Portugal
- Future 21 Century - Bulgaria
- Inštitút pre regionálny rozvoj, n. o . - Slovakia

Purpose of the report

The project „Employing disable people through IT tools in the EU“ is aimed at creating a curriculum that should teach disabled persons to use information technologies and apply them at work in call centres.

The aim of the national report is to describe the situation of disabled unemployed citizens in Slovakia and their ability to compete in the labour market. The report describes the current status of disabled persons in Slovakia, their employment opportunities, employers' obligations under the relevant legislation. The report also includes the situation of the sector

of call centres in Slovakia, the needs of employers in this sector, the barriers that find employers in employing persons with disabilities. In its closing part, the National report makes recommendations how to employ disabled people in call centres.

Organizations involved and the extent

When looking for specific answers to individual questions we addressed the selected call centres regardless of their area of specialization. All those call centres operate in different regions of Slovakia, therefore, the scope of the national report is nationwide.

Research methods

To obtain all the necessary information, we first create a universal anonymous questionnaire that we sent to as many call centres in Slovakia as possible. Furthermore, we have some call centres contacted personally and on the basis of discussions with competent persons we summarized the information that lead to the desired goal of the national report.

1. Overview of the current situation of unemployment for persons with disabilities

In job seeking, persons with disabilities are assisted in particular by:

- Agencies for Supported Employment,
- Organizations of persons with disabilities,
- Office of Labour, Social Affairs and Family.

Agencies for Supported employment are organizations that provide advice and services to persons with disabilities, to long-term unemployed and to employers, intended to facilitate obtaining employment, to maintain employment or to facilitate hiring of staff among persons with disabilities or long-term unemployed. In Slovakia, there are currently (February 28, 2013) 62 registered Agencies for supported employment.

Organizations of persons with disabilities provide these citizens with a variety of counselling services support their specific interests and help them in orientation at the labour market. Most of these organizations are members of the **National Council of Persons with Disabilities in SR** (www.nrozp.sk).

Office of Labour, Social Affairs and Family registers job seekers and provide them with information on job vacancies. People with disabilities do not have to be registered at a public employment office but can register as a volunteer job seekers.

Unemployment rate

Unemployment rate according to the Statistical Office of the Slovak Republic in 2012 and in 2011 was under different quarters of the year as follows¹:

| Total number of unemployed (in thousands of persons) | | | | | |
|--|--------|--------|--------|--------|--------|
| | 1. Q. | 2. Q. | 3. Q. | 4. Q. | year |
| 2011 | 375,6 | 356,5 | 357,8 | 381,8 | 367,9 |
| 2012 | 380,3 | 368 | 371,3 | 390,4 | 377,5 |
| Unemployment rate (in %) | | | | | |
| | 1. Q. | 2. Q. | 3. Q. | 4. Q. | year |
| 2011 | 13,90% | 13,10% | 13,10% | 14,00% | 13,50% |
| 2012 | 14,10% | 13,60% | 13,70% | 14,40% | 14,00% |

¹<http://portal.statistics.sk/showdoc.do?docid=48056>

Number of unemployed by economic activity of their last job (in thousands of persons):

| Indicator | 2011 | | | | | 2012 | | | | |
|------------------------------------|-------|-------|-------|-------|------|-------|-------|-------|-------|------|
| | 1. Q. | 2. Q. | 3. Q. | 4. Q. | year | 1. Q. | 2. Q. | 3. Q. | 4. Q. | year |
| Agriculture, forestry and fishing | 10,5 | 9,3 | 9,3 | 11,2 | 10,1 | 11,3 | 9,2 | 8,7 | 10,6 | 10 |
| Industry | 98,1 | 89,8 | 87,9 | 92,3 | 92 | 87 | 79,9 | 79,2 | 86,5 | 83,2 |
| Construction | 33 | 32,1 | 27,2 | 31,8 | 31 | 34,5 | 32,7 | 29,5 | 33,2 | 32,5 |
| Wholesale and retail trade | 35,5 | 34,9 | 31,4 | 36 | 34,5 | 35,7 | 32,7 | 33,8 | 36,9 | 34,8 |
| Transportation and warehousing | 8,3 | 7,7 | 9,4 | 7,7 | 8,3 | 10,4 | 10,1 | 10 | 8 | 9,6 |
| Accommodation and food services | 14,5 | 15 | 15,3 | 13,1 | 14,5 | 14,4 | 14,5 | 13 | 14,3 | 14,1 |
| Information and communication | 2,7 | 1,4 | 1,1 | 2,7 | 2 | 3,8 | 4,4 | 4,5 | 4,2 | 4,2 |
| Financial and insurance activities | 3,4 | 3,8 | 4,1 | 4,1 | 3,9 | 3,4 | 3,7 | 3,5 | 3,1 | 3,4 |
| Real estate activities | 0,5 | 0,7 | 1 | 1 | 0,8 | 1 | 0,9 | 0,8 | 0,2 | 0,7 |

Unemployment by type of disability

Persons with disabilities can be divided to:

- Persons with disabilities with **normal intellect**
- Persons with disabilities with **mental retardation (disability)**

Due to the nature of this project we will focus only on the group of persons with disabilities with normal intellect. These can be further divided to:

- Visually Handicapped
- Aurally handicapped
- Physically Handicapped
- People affected by civilization diseases

The Slovak legislation differentiates two basic concepts regarding people with disabilities:

- **Disability**
- **Severe disability**

Basic legislation, which defines **disability**, is § 71 of the Act č.461/2003 Coll. on social insurance. Under this Act, a person is disabled if he/she has (due to a long-term adverse health status) a decrease of earning capacity by more than 40% compared to healthy individual. A long-term adverse health condition is such a condition that causes a decrease in earning capacity, and that should, according to the medical knowledge, last longer than one year. Such invalidity pensioner receives a disability pension from Social Security Administration.

Severe disability is assessed according to the Act no. 447/2008 Coll. of cash benefits to compensate the severe disability and on amendments to certain laws. Severe disability is a disability with a malfunction rate of 50%, where the malfunction means a lack of physical abilities, sensory abilities or mental ability of individuals, which, in terms of the expected development of disability will last more than 12 months. These abilities should not affect the ability to work but influence the working live.

A person recognized as severely disabled may (or may not) receive the allowance to compensation (for example, diet food, hygiene ...).

The assessment of the unemployment among people with disabilities cannot be based only on the statistics of the Office of Labour, Social Affairs and Family, because they indicate only the number of job applicants. Disabled persons should not have to be registered at labour offices, the state pays for them statutory deductions even without their registration. It is therefore necessary to consider the statistics of the Social insurance agency that indicate the number of recipients of disability pension.

Number of disabled job seekers²:

| Number of job seekers in 2011 | | | | | | | | | | | | | |
|-------------------------------|---------|----------|--------|--------|--------|--------|--------|--------|-----------|---------|----------|----------|--------|
| | January | February | March | April | May | June | July | August | September | Oktober | November | December | year |
| Total | 391637 | 395445 | 392483 | 384465 | 380016 | 382984 | 386307 | 384220 | 390559 | 390125 | 393122 | 399800 | 389264 |
| Disabled (of total) | 11672 | 12016 | 12267 | 12255 | 12449 | 12458 | 12499 | 12592 | 12528 | 12561 | 12712 | 12755 | 12397 |

| Number of job seekers in 2012 | | | | | | | | | | | | | |
|-------------------------------|---------|----------|--------|--------|--------|--------|--------|--------|-----------|---------|----------|----------|--------|
| | January | February | March | April | May | June | July | August | September | October | November | December | year |
| Total | 408874 | 411801 | 408404 | 397912 | 392293 | 395736 | 399105 | 398365 | 402518 | 410432 | 419369 | 425858 | 405889 |
| Disabled (of total) | 13048 | 13267 | 13219 | 11745 | 11056 | 13551 | 13424 | 13413 | 13401 | 13594 | 13783 | 10487 | 12832 |

Number of recipients of disability pension³:

| Number of recipients of disability pension | | | | | | | | | | | | | |
|--|---------|----------|--------|--------|--------|--------|--------|--------|-----------|---------|----------|----------|--------|
| | January | February | March | April | May | June | July | August | September | October | November | December | year |
| 2011 | 214140 | 215294 | 216065 | 216955 | 217665 | 218660 | 219763 | 220790 | 221589 | 221920 | 222645 | 223182 | 219056 |
| 2012 | 223536 | 224425 | 224548 | 225368 | 225777 | 226403 | 227076 | 227162 | 227175 | 227188 | 227770 | 227801 | 226186 |

Comparative table of unemployed and disability pensioners:

| Year | 2011 | 2012 |
|--|---------------|---------------|
| Number of registered unemployed | 389264 | 405889 |
| Disabled (of the total number) | 12397 | 12832 |
| | | |
| Disability pensioners | 219056 | 226186 |

²http://www.upsvar.sk/statistiky.html?page_id=1247

³<http://www.socpoist.sk/pocet-vyplacanych-dochodkov--v-mesiachoch-/3150s>

The above statistics show that more than 50% of persons with disabilities remain at home as "voluntarily unemployed".

Reasons for unemployment of people with disabilities are affected by:

- disabled persons themselves,
- employers' access to their employment.

Promoting employment and enhancing the integration of persons with disabilities to the labour market disabled persons affect by their personal shortcomings and by requirements affecting their employment. The most common reasons for unemployment among people with disabilities include:

- low educational and qualification level,
- minimum experience
- frequent sick leave,
- barriers of environment,
- lack of various kinds of support tools, etc.

Current initiatives and obligations of the employer

Support to the employment of persons with disabilities

The issue of employment of disabled persons in Slovakia is regulated by **the Act Nr. 5/2004, Coll., on Employment services and on amendments to certain laws.**

In Slovakia, there are several forms of financial aid, which should lead to the employment of persons with disabilities⁴:

Sheltered workshop and sheltered workplace are workplaces, where at least 50% of people with disabilities work, who are unable to find employment at the open labour market, or workplaces, in which people with disabilities are trained and prepared for a job, and where

⁴Zákon 5/2004 Z.z o službách zamestnanosti a o zmene a doplnení niektorých zákonov.

working conditions, including requests for job performance, are tailored to the health status of persons with disabilities. Protected and sheltered employment workplace is intended primarily for employment of persons with disabilities, who cannot be provided with suitable jobs at other workplaces by the employer.

Preparation for employment of a disabled person includes:

- training
- preparation for work.

Training allows persons with disabilities, who are unable to undergo continuous training to the profession and who doesn't necessarily need this type of preparation, to gain professional skills and practical experience to perform work activities. The training typically **ends with a final exam**.

Vocational training for persons with disabilities means the preparation allowing a gradual adaptation to work.

Training or vocational training for persons with disabilities is realized

- in educational facility,
- in the workplace by the employer
- in a sheltered workshop or in a sheltered workplace.

For training or vocational training for persons with disabilities, the relevant office **may provide a grant to cover eligible costs** (which are specified by the Employment Services Act).

During the training or during the preparation for work, a person with disabilities, who is seeking for job or interested in having a job, is **entitled to the reimbursement of expenses** in the extent, in which it is provided to the job seeker and for job applicant for his/her education and for the preparation for the labour market.

The Office of Labour, Social Affairs and Family, can provide following benefits:

- Contribution to the establishment of a sheltered workshop or a sheltered workplace,
- Contribution to cover the operating costs of a sheltered workshop or sheltered workplace and transport expenses for staff,
- Contribution to cover the operating costs of running a business or self-employment of the disabled person,
- Contribution to the maintenance of a disabled person in employment, if the employer employs more than 25% of persons with disabilities from the average registered number of his employees,
- Contribution to the activities of a work assistant, where the assistant is:
 - ✓ an employee assisting an employee or employees who are persons with disabilities in the implementation of employment and personal needs during working hours or during implementation,
 - ✓ an individual who provides assistance to self-employed person who is disabled person, in the operation or implementation of self-employment and in carrying out his or her personal needs during the operation or implementation of self-employment.

Duties of employers

Employment Services Act provides three basic forms of obligations relating to the employment of persons with disabilities:

- 1. Employment of persons with disabilities**
- 2. Award a contract to a sheltered workshop or to a disabled self-employed person**
- 3. Levy due to a failure to meet a compulsory share**

Employment of persons with disabilities

In the Employment Services Act, there is a mandatory obligation for employers, to employ people with disabilities in certain circumstances. The first condition is that the

employer employs at least 20 employees and the Office of Labour, Social Affairs and Family records in the register of jobseekers persons with disabilities in the number, which represents 3.2% of the total number of employees in the firm.

Award a contract to a sheltered workshop or to a disabled self-employed person

Another way to fulfil this duty is the award of the contract to a sheltered workshops or disabled persons. **The amount of the contract** to count one disabled person is **0.8 times the amount** of total labour costs calculated from the average wage of employee in the economy of the Slovak Republic for the first to the third quarter of the calendar year preceding the calendar year, in which the employer complies the obligation with awarding a contract. **In order to offset one disabled person for 2012, it is necessary to award a contract in the amount of € 827.**

Levy due to a failure to meet a compulsory share

An employer who does not employ a mandatory designated proportion of persons with disabilities is required no later than 31 March of the following calendar year to transfer to the account of the Office a levy in amount of 0.9 times the total amount of labour costs calculated from the average wage of employee in the economy of the Slovak Republic for the first to third quarter of the calendar year preceding the calendar year for which the employer pays the levy, for every citizen that he lacks to be in compliance with the mandatory employment of persons with disabilities. The resulting sum calculated pursuant to the preceding sentence shall be rounded down to the euro. For 2012, this amount is € 930.

3. Overview of call centres in the field of industry and the economic outlook

Contact centres are at present an integral part of customer care. They found their place in companies that understand the importance of customer orientation. They offer customer contact solutions aimed at the common contact point for resolving all requirements. They give

the opportunity to use any communication channel (voice, email, web, fax...) with the same level of service regardless of the means of communication.

The current status of the sector

The care for clients or rather customer care is for each company an important factor in its success. Today, many public and private institutions cannot do without contact centres. It does not matter the type of economic activity they perform. Call centres in Slovakia are mainly established by:

- banks,
- mobile operators,
- ISPs,
- commercial insurance,
- Social Insurance agency,
- health insurance agencies
- Slovak Post, PLC
- state institutions
- agencies carrying out market research
- trading companies and many others.

These call centres are used for the overall care of their customer. The aim of call centres is to provide their customers with:

- services (e.g. activation of services, ordering services)
- information about their products, services,
- consulting services, technical support
- active product sale - telemarketing and other

Size on the market

In Slovakia, there are not statistics with information on proportion that have call centres at the labour market. It is also because of the diversity of economic activities of

companies and organizations that have set up these centres. As mentioned above, companies using call centres can operate in the banking, insurance, trading, IT sector and many others.

Call centres operating in Slovakia can be divided in terms of **the scope** to:

- **national call centres** - operating only in the domestic market (Postal Bank's call centre, Telekom, PLC call centre...)
- **international call centres** - operating globally (e.g., Amazon, T-Systems, Dell, IBM)

From the point of view of **the intention** of call centres, they can be divided to:

- **Information call centres** - execute only request for obtaining information
- **Service call centres** – specialized to pre-release and post-sales customer care, for example technical support
- **Transaction call centres** - carrying out the required operations, e.g. telebanking, internet banking
- **Sales call centres** – that by either active or passive form of marketing recruit potential customers and convince him to purchase the product or service

Types of call centres according to **the operations** are:

- **Dedicated** - physical locations, usually in the form of open offices
- **Virtual** - where individual agents are working through the system via the Internet

According to **the ownership** call centres are divided to:

- **Internal** – companies that have their own IT department
- **External** - using a form of outsourcing of services. In Slovakia, there are several national and international companies that provide quality services of call centres.(E.g. Complete Call centre).

The advantage of the outsourcing of call centres are:

- Lower costs of the firms - firms do not need to invest in technology and pay only for the actual range of services purchased
- High-quality technology used by companies that provide call centre with services
- Quality staff - professionally educated operators
- Rapid setting-up of call centres - in contrast to an internal call centre whose implementation may take a few months

Future economic Outlook

Contact centres play an important role in building customer loyalty through his experience from the customer service. Even there is a rule that anyone, who understands needs of the customer, has the upper hand. To gain a customer loyalty is more difficult than to lose it. It is therefore necessary to provide services at a high level and still try to find ways to improve the quality and efficiency of customer communications. The basis for the provision of first class service should be:

- sophisticated and efficient business processes,
- using of latest technology
- qualified personnel.

To obtain an appropriate qualification to work in call centres can get both a person with disabilities and non-disabled person. Call centres can create the right conditions in which disabled people, who want to work, can employ. It depends largely on the individual call centres, whether they can and particularly whether they want to create suitable conditions (technological, barrier-free and others), where skilful people can employ even despite their handicap. Equally it depends on the individual job seekers whether they are willing to be trained and acquire the necessary skills to be an asset for their employer.

4. Employment potential of disabled persons to work in Call Centres

Current use of disabled employees

Information about the number of employees employed in call centres is currently not known. Promoting employment and enhancing the integration of persons with disabilities to the labour market affect disabled persons by their personal shortcomings and by requirements affecting their employment. The most common reasons include:

- low educational and qualification level,
- frequent sick leave,
- barriers of environment, because of lack of prosthetic devices

If the employer decides to create jobs for disabled persons, he considers whether he will be able to fulfil his work program even while employing disabled persons and also to compete with “healthy” firms mainly because:

- the organization has more than 50 % of disabled persons of all employees, who have a higher turnover rate, which affects the changing structure of handicaps of employees, which requires frequent change of work programmes, which, in practice is difficult to deal with,
 - sheltered workshops are not enough technically and technologically equipped in relation to the changing structure of handicaps, which causes exclusion of disabled persons,
 - the organization often has only basic technological tools that do not allow the re-employment of disabled persons.

Currently available technologies

Job creation for disabled person requires a fulfilment of several standards related to the health and safety at work, to the provisions of the Labour Code, to the obligations arising from the Act on Employment Services, and to other obligations, compliance of which makes

the created job more expensive, not mentioned the wide responsibilities of the management of the company.

Then there is the lack of decent work for persons with disabilities in relation to their handicap. These are the often mentioned reasons why employers do not employ this social group of the population. This attitude of employers is affected also by the conditions laid down by the state in employing persons with disabilities. The state tries in the form of laws and guidelines to create equal employment opportunities for its citizens. To this fact contributes also the possibility of vocational rehabilitation. The contribution of vocational rehabilitation should be that persons with disabilities increase their capacity and ability to work. In call centres, raising education in IT and in communication with customers is concerned. It is important during a vocational rehabilitation not to take into account the reduction in functional abilities but residual work potential of the disabled person.

It is clear that work is an important part of human existence and that citizen wants to work. For this, it is necessary and important to awaken and maintain the motivation. With the appropriate motivation of a disabled person, the curiosity and interest in the activity can be awakened, as well as an involvement, which can contribute to his/her realistic ideas and expectations. Another important factor, to which persons with disabilities should be prepared, is to what demands they can adapt. To be employed and to have a job means that persons with disabilities must in some respects leave their own immediate needs and comply with the requirements of the working life.

Employers have a role to create for a disabled person such a social climate and working conditions in call centres that he/she would be able to engage in an occupational activity without difficulty.

Working conditions in the narrower sense include factors directly affecting the employee during his work and are referred to as **material and technical working conditions**. Specifically, the equipment of the workplace with the fittings and machinery is concerned, the technical level of the workplace, conditions of human operating, the level work environment and last but not least safety conditions. These are the conditions that directly affect the

employees and their health, either positively or negatively. Persons with disabilities need, because of their disability, other tools and technologies that would facilitate their work in these call centres. Unfortunately, none of the addressed call centres possessed these tools.

On the contrary, **working conditions of an intangible character** affect the employees indirectly but it doesn't detract them from their importance in relation to favourable working conditions. Here we include for example the division of labour and organization of working time (organizational working conditions, wages and employees' shares (economic and social working conditions), relationships at the workplace and the opportunity for professional growth (social psychological aspects of the work).

The work in call centres is specific, nevertheless it allows two types:

- a) **in- house at the premises of the employer** where the employee commute to regular work,
- b) **remote working**, where the employee works at home.

Employment potential in employer's premises

In-house working is the most used form of labour at the labour market. The employee goes to work, which results in the arising costs of transport, and he is required to conform to fixed working hours.

For the employer it is necessary to conclude with the employee an employment contract for such a kind of work and also for such a place of work performance that is for him/her appropriate especially with regard to the nature and to the degree of disability. It also requires to improve the equipment of the workplace of the employee with disability, so that in respect of his/her disability he/she was not hindered in making efforts to achieve equal employment outcomes that can be reached by other (non-disabled) employees.

On the other hand, the workplace must be equipped, regarding the type and degree of disability of a disabled person, in such an extent that the work of a disabled employee is most facilitated and it is necessary to install and regularly maintain the equipment and software required for work.

The employee is not socially isolated from other employees, or there doesn't arise an inability to maintain a working rhythm or an inability to participate in perquisites.

The potential for remote-working

Remote-working enables employees to work at home. This work can have different levels of intensity, from work at home for one day during the week to almost continuous work at home and only rare visits to regular work. The main condition of remote-working is the frequency of working at home.

Advantage for employees is the possibility to regulate their working time and to save money and time on commuting. The working environment is maximally tailored to the employee with disabilities. The employer only determines the time and the way of mutual communication. That is why remote-working may in the future not only really contributes to the reconciliation of family and professional responsibilities of employees but will help them to return to the labour market without having to leave the family. The disadvantage is the need for self-discipline and especially a potential loss of social contacts in the workplace.

Problematic in this area remains for example the question of compliance with health and safety at work or with internal regulations of the employer. This type of employment requires internal rules that take into account the conditions of home-work. In particular it concerns the determination of rules of surveillance and reporting.

From the point of view of the employer the advantages are in providing flexible working hours and hence in its motivation. This kind of work can also in many cases save part of the cost of the workplace, or the possibility to increase the number of employees without increasing the office.

The disadvantage is the possible loss of control of the employees.

Unresolved legislation and poor experience with this form of employment means that in Slovakia this form is used very little. According to the statistics, in this form of employment work around 3.1% people. How many of them are disabled and how many of them are employed in call centres is not mentioned in the statistics.

5. Employment Needs of the Contact Centre Industry

The quality of customer service in call centre depends on:

- The level and quality of the equipment of the call centre
- the employees of the call centre themselves - the human factor.

The employers know that the human factor is crucial and leads to overall satisfaction or dissatisfaction of the client. Therefore, they lay emphasis on the selection of call centre's employees. When filling the positions of call centres operators, call centres set a variety of criteria, on the basis of which they are convinced that the quality of their customer service will be at a high level.

Current needs of employers

Work in a call centre requires that employees meet the requirements asked by their employers. They can be divided into the following areas:

- **Education**
- **Character traits**
- **Professional skills and knowledge**
- **Communication skills**

Education

Based on the responses of most call centres, a prerequisite for getting a job in a customer service is at least **completed secondary education (graduation)**.

Professional knowledge and skills

In assessing individual candidates to fill the position of an employee of the call centre, employers take into account particular following expertise:

- working with PC at user level - essential is a knowledge of MS Office
- knowledge of the sectors and products in which the call centre operates
- knowledge of the organization's call centre activities
- mastery of one foreign language - except for some call centres that do not have this requirement
- Practice - based on statistics an experience in client service or trade or industry for one year is required. However, there are also call centres that don't require practice and have training programs.

Character Traits

As the main character traits, required for the employees, are considered:

- adaptability
- flexibility
- responsibility
- friendly behaviour towards the customer
- organizational skills
- broad general overview
- ability to independently and effectively solve business tasks
- resistance to stress
- above-average performance.

Communication skills:

In the call centre sector, a large emphasis is laid on communication skills of employees:

- pleasant demeanour
- culture of overall performance
- clear pronunciation - without speech defects
- eloquence
- continuous and open communication
- positive formulation
- good questioning technique

Quality call centres know that the combination of excellent **communication skills** along with **expert knowledge** will form the basis for communication among customers, employees of the call centre and of the customer service. Employees with these positive qualities are most promising to be employed in these centre.

Working hours in call centres

Working time is different in different call centres. This depends on the type of the sector in which call centre operates. From the range of call centres surveyed, we found that working time in most call centres is only 1 shift. An exception is a call centre where the employees are working in three shifts. This call centre is focused on the area of telecommunications.

In the addressed call centres mostly full-time job and self-employment is concerned. Some contacted call centres use part-time job and mainly in the form of a contract for work.

Future needs of employers

Based on the information from representatives of individual call centres, it is obvious that they are interested in continual increasing the scope and quality of services provided. As mentioned above, customer satisfaction is the key to success of any company or organization.

The improvement of quality of services provided, the employers want primarily reach by training courses and training programmes, not only at the beginning but throughout the all period of work of employees in call centres. Employers require employees to undergo continuous learning and to be willing to work on themselves.

In the future, the quality of services provided in the sector of call centres can be increased also in the scope. Most call centres work in one-shift operation and the customer

doesn't reach a phone contact and doesn't obtain the necessary information or doesn't solve his/her problem. These shortcomings can be solved not only by multi-shift operation, but also by the home-working, where the importance of so-called "Home Office agents" increases. Another trend in the future is a preference of an email contact to a telephone one, and particularly the increasing of self-service applications on the Internet. Last but not least an interesting solution is certainly to provide customer service on social networks.

Research Methods

Information in this section has been elaborated on the basis of the information provided to us by the various call centres. Some information was obtained from the website of individual call centres in their part vacancies, where employers give besides the information about vacancies also the requirements for employees. Much of the information were provided by call centres on the basis of telephone interviews, and by mutual agreement they were willing to fill out a prepared questionnaire. The results of an anonymous questionnaire concerning the current needs of employers are added to this document as an annex.

6. Barriers in employment of disabled persons in call centres

Barriers in the workplace generally hinder employees to perform work performance. In the workplace, sometimes certain circumstances can occur, hindering the employee to perform the job. Barriers in the workplace may arise:

- on the side of the employee
- on the side of the employer

With legal provisions of these types of barriers deals the Labour Code.

In terms of employment of persons with disabilities it is necessary to look on the

barriers in the workplace from a different perspective. Among the most serious problems in the employment of persons with disabilities, there is mainly the attitude of employers towards them. The spectrum of disabled persons diverse and many of these people may be equally proficient, responsible and reliable as healthy workers. On the one hand, everybody must consider whether his medical restriction will not interfere with his work performance, and whether it can lead to the deterioration of his/her health status. On the other hand, an individual subjective view can be concerned, which may not be accurate, since someone can have more self-confidence, and someone less. In assessing individual disabled persons, it is important that employers take into account not only work skills and experience, but above all their individual skills and opportunities within their disability.

Physical barriers in the workplace

With the term physical barriers in the workplace we imagine at first barriers that prevent free movement of disabled persons in individual rooms. Indeed, a seemingly simple barrier that can be seen by normal staff can be a major problem for wheelchair user. From the previous anonymous questionnaire it was clear that only a few call centres are barrier-free. Whereas it is necessary to take into account that disabled employee should easily get into the building, to be able to move freely through the different rooms, including the dining room (if any) and social facilities.

Barriers associated with the flexibility and reliability

Flexibility and reliability are definitely among the basic criteria required by employers to their employees. It is certainly advantageous for each employer if his employees can adapt to certain circumstances and thus be of great benefit to him. And likewise the reliability. Frequent absenteeism and visits to physicians, employers often see as a big problem, which also must be operatively solved. These are the two main reasons why they often do not want

to employ people with disabilities. Ideal solutions practiced in Slovakia particularly by large firms, are for example:

- **Home working** – is a very convenient, especially for disabled persons with reduced mobility. At home environment they are able to organize their work so reliably, that fulfil their work tasks
- **Part-time job** – is related to sharing workplace
- **Shared workplace** - is a relatively new and flexible way of employment of persons, whose nature of disability doesn't enable them to perform full-time job. Job-sharing principle means that one working position is shared by two or more employees working on part-time job. The employer, together with these employees, agrees on regular rotation at the workplace.

Technological barriers

The basis of any quality call centres primarily formed by well-developed technologies by means of which they care about their customers, providing them with fast and quality service and timely information and services. But the fact must be taken into account that for some groups of disabled persons, these technologies may not be convenient and they need various other tools that would assist them. This could include:

- **Screen readers** - Screen reader is software that allows a blind person to work with the computer. Its main task is to analyse the contents of the screen and inputs of the user and convey important information either by voice (speech synthesis) or tactile (Braille) output to the user.
- **Magnifying software** – serves mainly to sighted employees. It provides functions enabling to enlarge a part of the screen to navigate on the screen even at extreme magnification, track changes on the screen (the user using magnification may not notice them) and most programmes enable also the basic work with voice output.
- **Other programmes** - for example, to transform text files into audio formats wav, respectively mp3 ...

Employers may see these support programs as inconvenient due to their cost and hence the employment of such disability persons seem for them inefficient.

Social barriers

Social conditions of disabled persons are worse in comparison with healthy persons. For persons with disabilities a lower income is more likely. This fact is also affected by a lower educational level and thus a lower probability to get a job. Employers can thus discriminate persons with disabilities and give them the lower opportunity to the employment. And this phenomenon is also related to the total separation of disabled persons from the economically active population.

Financial barriers

Another problem may also arise due to the fact that disabled persons spend more than healthy people, whether for hygiene, diet food, health care, medical devices, etc. There is a high probability that disabled persons earn less even if they are employed. A journey to work for a person confined to a wheelchair costs more, if comes to work by his own customized vehicle, or if he is transported by this type of vehicle. It would be respectable from the employer when he would contribute his employees for example to their fare. But from his point of view it may mean again only higher staff costs. Based on the survey, even a single call centre did not provide such benefit. It must be realized that when the income of the employee is lower and the cost of living is high, is it – in this case - for him ineffective.

As the main barriers in employment of persons with disabilities employers consider mainly factors related to the adaptation of a workplace, or to the adjustment of the workplace to the performance of work of a disabled employee, and to the financial aspects of this adjustment. Employers are discouraged not only by the need for these adjustments but by related issues such as organizational and technical security of these arrangements, financial aspects of these arrangements, administrative difficulties in handling contribution to the establishment of a sheltered workshop or a sheltered workplace , etc.)

7. Opportunities to create jobs for disabled persons in Call Centres

Call centre is a component of the organization or an individual entity that provides services in the framework of outsourcing and is created for the purpose of arrangement of high number of phone calls. It is a tool to ensure customer satisfaction, to reduce cost and/or to create a profit.

By orientation of the enterprise call centres are focused on customer interaction in various ways: the usual type is a call centre that handles incoming calls, so called **inbound call centre**, or call centre for outgoing calls, so called **outbound call centre**. Due to the pursuit of the highest efficiency and maximum work load of the operator combinations of outbound / inbound call centres are common.

With the increase in use of other means of communication, call centres, which are designed only for voice communications, became **contact centres** that are able to receive or initiate customer interactions through multiple channels. Normally it is thee-mail, SMS, instant messaging, and web.

Training programmes

Generally, the most important asset of any company is people and it's the same in call centres. An effectively set process of finding, recruitment, training and maintaining good employees is crucial for capacity planning and setting of performance control and rewarding. It is necessary to make sure that new employees fit into the culture of the company and will have the skills necessary for their work, such as endurance, strength, flexibility and communication skills.

That's why it is necessary to train workers how to work in call centres. Operators' training programs are used.

- The content of education of operators can be summarized as follows:
- Telephony
- communication skills
- professional skills

- handling applications

Training of call centre operators should ensure the following:

- Operators are familiar with the methodology of telephony service and can use telephony.
- Operators are familiar with and know how to apply communication skills
- Operators know the products and services provided and they can follow procedures that have been set.
- Operators master the application of the knowledge base.
- Operators master the application of customer information system

The content of educational objectives

Conditions and procedures which the operator must comply with, in order to provide customer service in quality set by the employer, are meant.

- Telephony: technology, terminology, procedures of calls, call centre's methodology
- Communication skills: rules of communication, work with the voice, assertiveness, conflict resolution-aimed at non-verbal communication
- services and processes: a service-level processes of call centre services
- application of the knowledge base and customer system: finding customers, contacts, data editing, searching for information on the services provided, the functionality for service delivery

A survey of call centres showed that each of them has its own call centre training programs to train new employees and retrain older ones. But they all are internal training programs for all employees and not special education programs for disabled employees.

Work experience

About a half of the addressed call centres has an experience with the employment of disabled persons. Some of them employ disabled persons only for legal reasons but in other call centres the reasons are mainly moral and they have a real interest in supporting the employment of these disadvantaged persons. They justify it by experience that disabled

persons are often more conscientious, more appreciate their work. They are therefore interested in employment of more persons with disabilities.

Technology

As mentioned in the previous chapter, the basis of any quality call centre are well developed information technologies that ensure smooth contact with the customer. But employees with disabilities may require also other assistive technologies that help them carry out work in call centres. However, the questionnaire showed that none of the addressed call centres does not have technologies that would help disabled persons to work in call centres. It may well be because the majority of addressed call centres employ mainly physically disabled persons and in their case they are trying to provide them particularly with a barrier-free access to any place in the organization.

Employers' incentives

Among the most important factors that affect the work motivation of employees, are: certitude, security (set of safeguards to meet the subsistence, economic and social and psychological needs), the opportunity to promotion, salary, nature and internal content of work, the immediate supervisor, social contacts within the company in working and also in a non-working contact, communication, working conditions, perks such as the use of the social fund.

If basic needs of employees are met, their interest in social aspects of work increases in recognition, and career advancement opportunities etc. For company and employee it is important to apply many of these factors correctly and thus significantly contribute to the highest motivation. Motivation can be strongly affected by the compliance of the objectives of the company with the objectives of the employee. Particularly important is their viability, achievability, appropriateness and clarity. In the case of personal goals their general usefulness and usability is of great importance.

Great attention must be paid particularly to ensuring suitable connection of external and internal drifts with the main objective **to maintain motivation among staff and motivate those who lack motivation.**

A company that wants to keep educated and skilled employees must create not only **educational, but also incentive programmes.**

Success of the programs depends on the extent to which the real needs of employees are accepted and on the extent to which they are adjustable to personal interests, objectives and aspirations.

Although by various employees external and internal motives are different, experience shows that generally all employees need to work in a prospective organization, have interesting and safe job, a fair superior, friendly co-workers, possibility of professional growth and career development and be fairly rewarded.

To make the incentive program effective, it is necessary that the company avoid **motivational barriers**. The most common **causes of lack of motivation (extrinsic motivation barriers)** are for example nature of the work, the negative environment in society, social atmosphere and disruption of relationships, leadership style, inappropriate behaviour of the superior, unsolved conflicts, bad system of evaluation and pay. As **internal motivational barriers** are considered for example in consistency in personal interests, needs and aspirations with the content of work, with career opportunities, unpreparedness for the task, in appropriate experiencing or mishandling of personal problems (economic, relational, and others).

The employees should be encouraged in professional growth, and it is necessary to monitor working conditions permanently, to improve the working environment. Not to hide labour disputes, nor overstate them, but effectively address them.

Special attention should be paid to employees with disabilities. Internal needs of these employees may differ from the needs of healthy employees, or may be wider, and ordinary employees may not consider them important. A survey of selected call centres revealed that some employers provide these disadvantaged people even with other benefits such as parking space, vitamin packs, rehabilitation, massage etc.

8. Recommendations

Based on previous chapters related to the survey on the employment of disabled persons in call centres, we have come to the following final recommendations:

To increase the interconnection between individual call centres and the Office of Labour, Social Affairs and Family so that the final result of this interconnection were higher inclusion of disabled persons in operation in call centres.

Closer co-operation of call centres and agencies for supported employment with organizations of persons with disabilities, since we believe that work in call centres creates favourable conditions for the employment of persons with disabilities.

To eliminate prejudice in respect of the employment of persons with disabilities through a sufficient awareness of the importance of the problem of employment of such persons. For the promotion of this problem nearly all information media can be used such as radio, television, newsletters, internet and more. This would ensure a sufficient access to the information about experiences with employment of persons with disabilities and good practice in the operation.

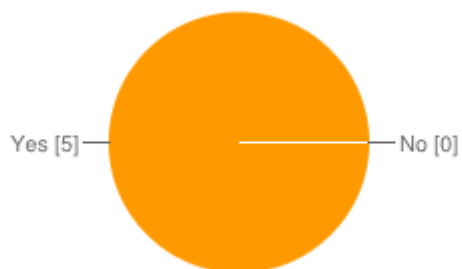
To use so-called “try-out job” that can help employers as well as disabled persons. The principle of a “try-out job” is a short placement of a disabled person to work without a work contract with the employer of call centre. During this period, both parties (employer and employee) have an opportunity to be tested and thus determine if the position is for the employee really satisfactory.

Provision of wage subsidies for persons with disabilities could help to increase the employment of those persons and for the employers this subsidy would compensate the reduced productivity of their labour. And last but not least the reduced contributions to social insurance for employees with disabilities would help – at the similar basis as are contributions to health insurance.

9 Partner Comparison Summary

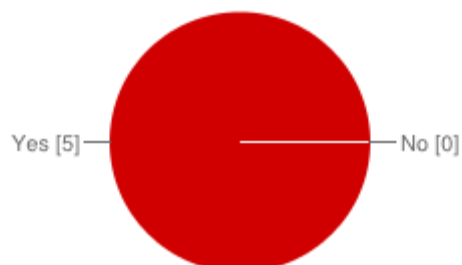
1. IS THERE A WAGE SUBSIDY FOR EMPLOYERS RECRUITING DISABLED PEOPLE?

| | |
|--------------------------------|-----|
| COMPANHIA DE IDEIAS | YES |
| FUTURE 21 CENTURY | YES |
| MCSENCE | YES |
| INSTITUT PRE REGIONÁLNY ROZVOJ | YES |
| ECCC FOUNDATION | YES |



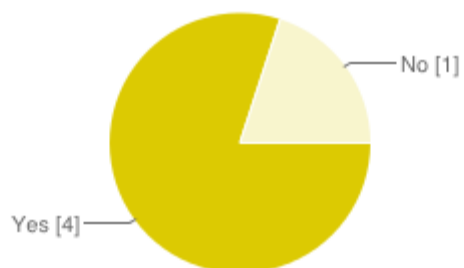
2. ARE INCENTIVES AVAILABLE TO EMPLOYERS FOR ADAPTATIONS TO ENCOURAGE EMPLOYMENT?

| | |
|--------------------------------|-----|
| COMPANHIA DE IDEIAS | YES |
| FUTURE 21 CENTURY | YES |
| MCSENCE | YES |
| INSTITUT PRE REGIONÁLNY ROZVOJ | YES |
| ECCC FOUNDATION | YES |



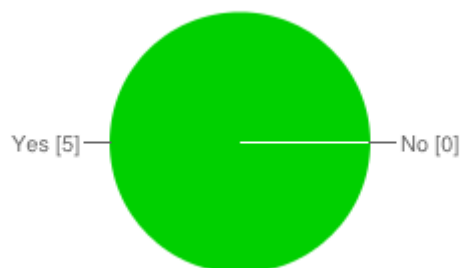
3. IS THERE A WILLINGNESS FROM DISABLED PEOPLE TO TAKE JOBS ON OFFER?

| | |
|--------------------------------|-----|
| COMPANHIA DE IDEIAS | YES |
| FUTURE 21 CENTURY | YES |
| MCSENCE | NO |
| INSTITUT PRE REGIONÁLNY ROZVOJ | YES |
| ECCC FOUNDATION | YES |



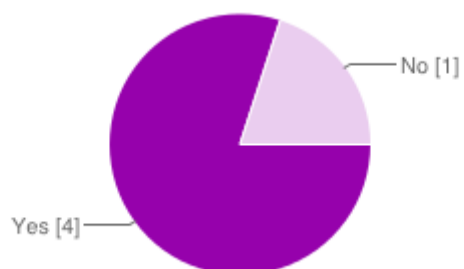
4. IS THERE A LEGISLATIVE REQUIREMENT FOR THE GOVERNMENT TO ASSIST DISABLED PEOPLE INTO WORK?

| | |
|--------------------------------|-----|
| COMPANHIA DE IDEIAS | YES |
| FUTURE 21 CENTURY | YES |
| MCSENCE | YES |
| INSTITUT PRE REGIONÁLNY ROZVOJ | YES |
| ECCC FOUNDATION | YES |



5. ARE THERE OTHER STAKE HOLDERS WITH THE CAPACITY TO DO THIS?

| | |
|--------------------------------|-----|
| COMPANHIA DE IDEIAS | NO |
| FUTURE 21 CENTURY | YES |
| MCSENCE | YES |
| INSTITUT PRE REGIONÁLNY ROZVOJ | YES |
| ECCC FOUNDATION | YES |

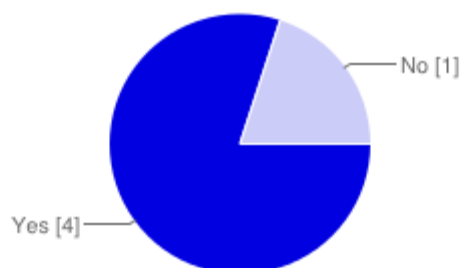


6. WHAT IS THE PROJECTED GROWTH RATE OF CONTACT INDUSTRY SECTOR?

| | |
|--------------------------------|---|
| COMPANHIA DE IDEIAS | 15% GROWTH |
| FUTURE 21 CENTURY | THERE ARE VERY BRAVE PLANNS FOR THAT . BUT THERE IS A SHORTAGE OF QUOLIFIED SPECIALISTS. 8 % NEXT YEAR. |
| MCSENCE | 13% IN SCOTLAND CURRENTLY, PROJECTED TO GROW AT AROUND 10% |
| INSTITUT PRE REGIONÁLNY ROZVOJ | THERE ARE NOT INFORMATION ABOUT PROJECTED GROWTH RATE |
| ECCC FOUNDATION | NO DATAS AVAILABLE |

7. IS THERE A SIGNIFICANT DEMAND FOR SKILLED STAFF?

| | |
|--------------------------------|-----|
| COMPANHIA DE IDEIAS | NO |
| FUTURE 21 CENTURY | YES |
| MCSENCE | YES |
| INSTITUT PRE REGIONÁLNY ROZVOJ | YES |
| ECCC FOUNDATION | YES |

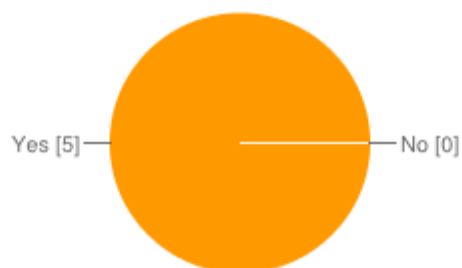


8. WHAT SKILL LEVEL IS REQUIRED?

| | |
|--------------------------------|---|
| COMPANHIA DE IDEIAS | HIGH-SCHOOL |
| FUTURE 21 CENTURY | QUITE DIFFERENT SKILLS ESSPECIALLY FOR THE BIGGER SERVICE PROVIDERS LIKE HP - THEY ENGAGED OVER 3000 PERSONS UP TO NOW. |
| MCSENCE | UK EMPLOYERS LOOKING FOR EXPERIENCED CALL HANDLERS RATHER THAN FORMAL QUALIFICATIONS. OVER 50% ON NEW RECRUITS LACK SOFT SKILLS NECESSARY, ACCADEMIC QUALIFICATIONS OR LANGUAGE SKILLS LESS REQUIRED BY EMPLOYERS |
| INSTITUT PRE REGIONÁLNY ROZVOJ | COMPLETED SECONDARY EDUCATION (GRADUATION) |
| ECCC FOUNDATION | NO DATAS AVAILABLE |

9. DO CONTACT CENTRES RECRUIT AND TRAIN INTERNALLY?

| | |
|--------------------------------|-----|
| COMPANHIA DE IDEIAS | YES |
| FUTURE 21 CENTURY | YES |
| MCSENCE | YES |
| INSTITUT PRE REGIONÁLNY ROZVOJ | YES |
| ECCC FOUNDATION | YES |



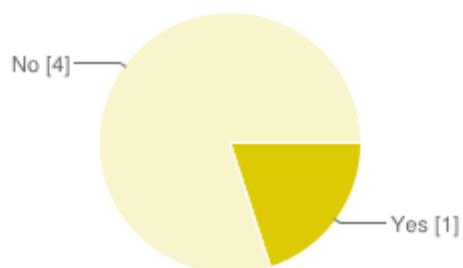
10. IS THERE A STRONG REGULATORY ENVIRONMENT IN THE PARTNER COUNTRY?

| | |
|--------------------------------|-----|
| COMPANHIA DE IDEIAS | YES |
| FUTURE 21 CENTURY | NO |
| MCSENCE | YES |
| INSTITUT PRE REGIONÁLNY ROZVOJ | YES |
| ECCC FOUNDATION | YES |



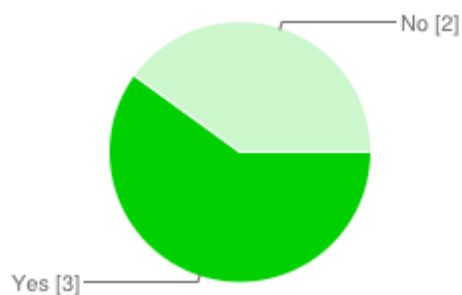
11. DO THE CALL CENTRES OFFER REMOTE JOBS?

| | |
|--------------------------------|-----|
| COMPANHIA DE IDEIAS | NO |
| FUTURE 21 CENTURY | NO |
| MCSENCE | NO |
| INSTITUT PRE REGIONÁLNY ROZVOJ | NO |
| ECCC FOUNDATION | YES |



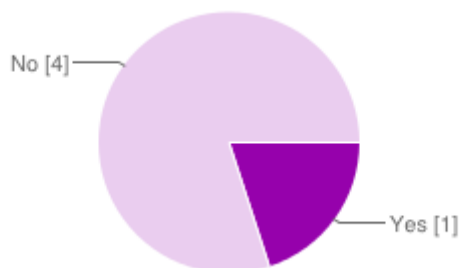
12. ARE THERE MORE THAN 50 PERCENT OF PEOPLE WITH DISABILITIES WITH BROADBAND INTERNET ACCESS?

| | |
|--------------------------------|-----|
| COMPANHIA DE IDEIAS | YES |
| FUTURE 21 CENTURY | NO |
| MCSENCE | YES |
| INSTITUT PRE REGIONÁLNY ROZVOJ | YES |
| ECCC FOUNDATION | NO |



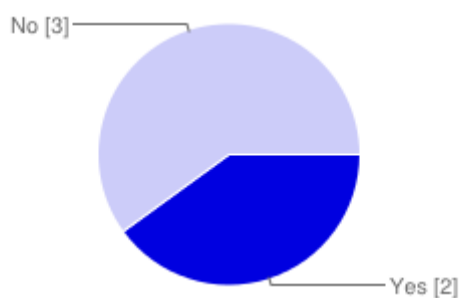
13. ARE THE PARTNER COUNTRIES EDUCATING DISABLED PEOPLE WITH THE LANGUAGE AND IT SKILLS REQUIRED FOR THE CONTACT CENTRE INDUSTRY?

| | |
|--------------------------------|-----|
| COMPANHIA DE IDEIAS | NO |
| FUTURE 21 CENTURY | NO |
| MCSENCE | NO |
| INSTITUT PRE REGIONÁLNY ROZVOJ | NO |
| ECCC FOUNDATION | YES |



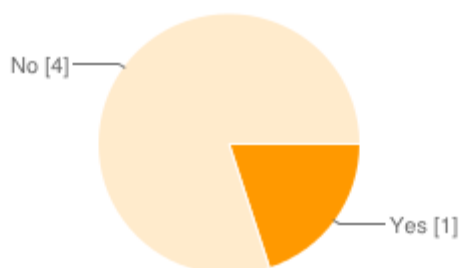
14. DO THE ALLOWANCES AVAILABLE INCENTIVISE DISABLED PEOPLE TO ACCESS THE LABOUR MARKET?

| | |
|--------------------------------|-----|
| COMPANHIA DE IDEIAS | NO |
| FUTURE 21 CENTURY | YES |
| MCSENCE | NO |
| INSTITUT PRE REGIONÁLNY ROZVOJ | NO |
| ECCC FOUNDATION | YES |



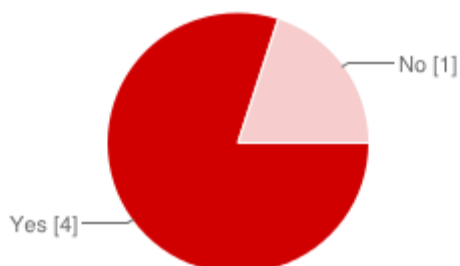
15. IS THERE TOO MUCH LEGISLATION PROVISIONS OVERPROTECTING DISABLED PEOPLE IN EMPLOYMENT?

| | |
|--------------------------------|-----|
| COMPANHIA DE IDEIAS | NO |
| FUTURE 21 CENTURY | YES |
| MCSENCE | NO |
| INSTITUT PRE REGIONÁLNY ROZVOJ | NO |
| ECCC FOUNDATION | NO |



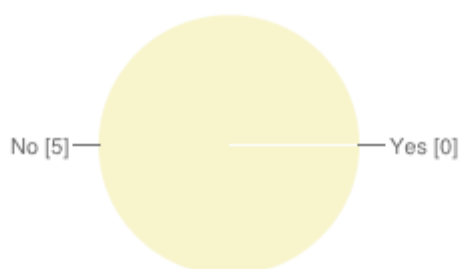
16. IS THE STATE OVER BUREAUCRATIC IN DISTRIBUTING THE ALLOWANCES?

| | |
|--------------------------------|-----|
| COMPANHIA DE IDEIAS | YES |
| FUTURE 21 CENTURY | YES |
| MCSENCE | NO |
| INSTITUT PRE REGIONÁLNY ROZVOJ | YES |
| ECCC FOUNDATION | YES |



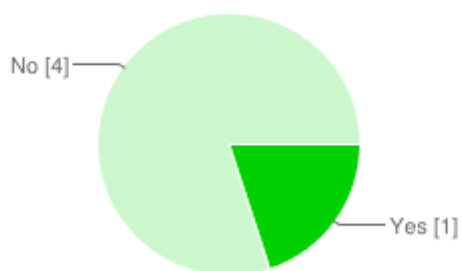
17. ARE THERE SUFFICIENT INCENTIVES FOR EMPLOYERS TO PRIORITISE PEOPLE WITH DISABILITIES?

| | |
|--------------------------------|----|
| COMPANHIA DE IDEIAS | NO |
| FUTURE 21 CENTURY | NO |
| MCSENCE | NO |
| INSTITUT PRE REGIONÁLNY ROZVOJ | NO |
| ECCC FOUNDATION | NO |



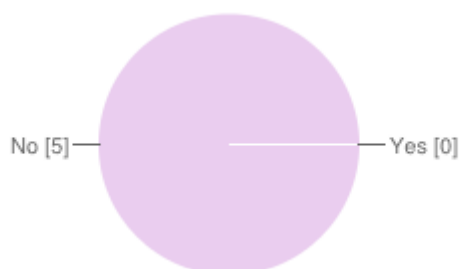
18. WILL GOVERNMENTS PAY FOR THE TRAINING OF CALL CENTRE STAFF WHEN THERE ARE SO MANY PEOPLE WITH HIGH LEVEL EDUCATION ALREADY AVAILABLE?

| | |
|--------------------------------|-----|
| COMPANHIA DE IDEIAS | NO |
| FUTURE 21 CENTURY | YES |
| MCSENCE | NO |
| INSTITUT PRE REGIONÁLNY ROZVOJ | NO |
| ECCC FOUNDATION | NO |



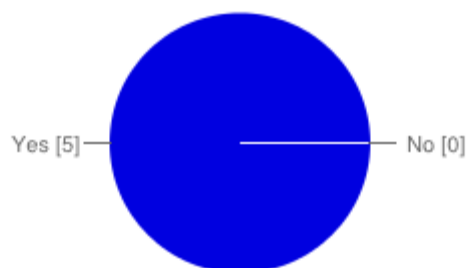
19. ARE EXISTING CONTACT CENTRE STAFF TRAINED TO RECEIVE STAFF WITH DISABILITIES?

| | |
|--------------------------------|----|
| COMPANHIA DE IDEIAS | NO |
| FUTURE 21 CENTURY | NO |
| MCSENCE | NO |
| INSTITUT PRE REGIONÁLNY ROZVOJ | NO |
| ECCC FOUNDATION | NO |



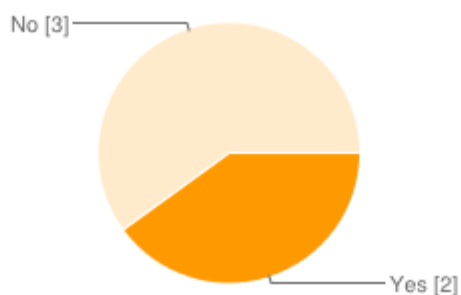
20. DO DISABLED PEOPLE FEEL THERE IS DISCRIMINATION IN ENTERING THE LABOUR MARKET?

| | |
|--------------------------------|-----|
| COMPANHIA DE IDEIAS | YES |
| FUTURE 21 CENTURY | YES |
| MCSENCE | YES |
| INSTITUT PRE REGIONÁLNY ROZVOJ | YES |
| ECCC FOUNDATION | YES |



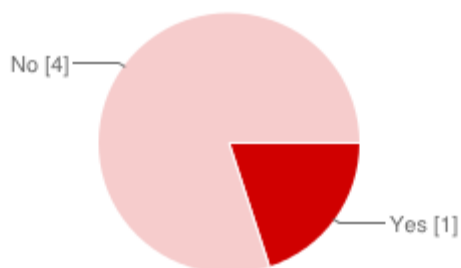
21. IS THE PHYSICAL INFRASTRUCTURE ACCESSIBLE FOR DISABLED PEOPLE?

| | |
|--------------------------------|-----|
| COMPANHIA DE IDEIAS | NO |
| FUTURE 21 CENTURY | NO |
| MCSENCE | YES |
| INSTITUT PRE REGIONÁLNY ROZVOJ | NO |
| ECCC FOUNDATION | YES |



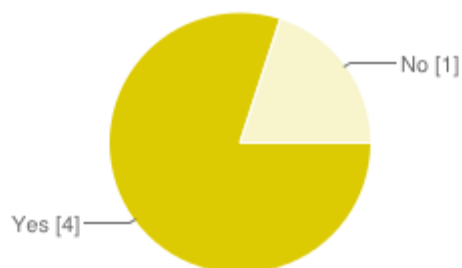
22. IS THE TECHNOLOGY IN CALL CENTRES BARRIER FREE?

| | |
|--------------------------------|-----|
| COMPANHIA DE IDEIAS | NO |
| FUTURE 21 CENTURY | NO |
| MCSENCE | YES |
| INSTITUT PRE REGIONÁLNY ROZVOJ | NO |
| ECCC FOUNDATION | NO |



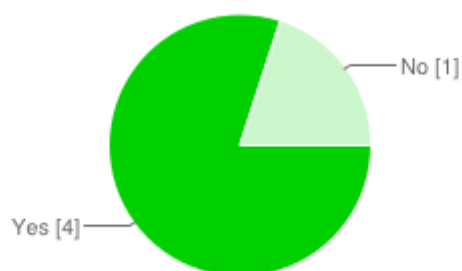
23. DO YOU EXPECT HIGH GROWTH IN THE CALL CENTRE INDUSTRY IN YOUR COUNTRY?

| | |
|--------------------------------|-----|
| COMPANHIA DE IDEIAS | YES |
| FUTURE 21 CENTURY | YES |
| MCSENCE | YES |
| INSTITUT PRE REGIONÁLNY ROZVOJ | YES |
| ECCC FOUNDATION | NO |



24. DO YOU HAVE ORGANISATIONS WHO CAN SUPPORT DISABLED PEOPLE IN LOOKING FOR JOBS IN CALL CENTRES?

| | |
|--------------------------------|-----|
| COMPANHIA DE IDEIAS | YES |
| FUTURE 21 CENTURY | YES |
| MCSENCE | YES |
| INSTITUT PRE REGIONÁLNY ROZVOJ | YES |
| ECCC FOUNDATION | NO |



25. DO THE DISABLED PEOPLE HAVE OPPORTUNITIES TO FURTHER DEVELOP THEIR SKILLS IN CALL CENTRES?

| | |
|--------------------------------|-----|
| COMPANHIA DE IDEIAS | YES |
| FUTURE 21 CENTURY | YES |
| MCSENCE | YES |
| INSTITUT PRE REGIONÁLNY ROZVOJ | YES |
| ECCC FOUNDATION | YES |



26. WOULD IT BE APPROPRIATE TO LAUNCH A SOCIAL ENTERPRISE CALL CENTRE BUSINESS?

| | |
|--------------------------------|-----|
| COMPANHIA DE IDEIAS | YES |
| FUTURE 21 CENTURY | YES |
| MCSENCE | YES |
| INSTITUT PRE REGIONÁLNY ROZVOJ | YES |
| ECCC FOUNDATION | YES |

