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*Attitudinal Barriers  
to Employment*

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# Attitudinal Barriers to Employment

## Summary and Implications

Eight hundred personnel managers throughout the conterminous United States (except Minnesota) and 510 first-line supervisors in the Minneapolis-St. Paul area were surveyed by mail concerning their attitudes toward the employment of physically handicapped persons within private industry. Total usable returns were obtained from 74% of the personnel managers ( $N = 594$ ) and 60% of the supervisors ( $N = 306$ ).

The attitudes of the personnel managers and first-line supervisors seemed to be generally favorable to the hiring and utilization of physically handicapped workers, when all items are considered. Handicapped workers were *not* seen as having higher accident rates, turnover, absenteeism, or lower production rates than non-handicapped workers. Most items pertaining to the personal characteristics of partially disabled persons also evoked favorable responses. Contrary to findings of other attitude surveys of a similar nature, the cost of hiring the handicapped was not advanced as of major importance. Most personnel managers were familiar enough with workmen's compensation laws to know that hiring handicapped workers does not automatically raise their compensation rates. The results of this survey seem to show that past efforts to educate private industry as to the merits of hiring the handicapped have had positive results to the extent that information given in such campaigns has been assimilated by those for whom it was intended. Representatives of private industry generally have the facts concerning production, turnover, absenteeism, tardiness, and some aspects of workmen's compensation.

While attitudes seemed generally favorable, some fairly specific attitudes that seem unfavorable to the hiring of the handicapped were identified. Almost all the respondents agreed that anyone, handicapped or not, who was willing to work hard had a good chance of succeeding in their companies. However, responses to certain items indicated that employment and advancement opportunities of handicapped workers were greatly minimized. The survey found that much emphasis was placed on the importance of health and good appearance. To an even greater extent, flexibility

was stressed as being important. Companies generally wanted employees who could be moved from one job to another and most respondents agreed also that handicapped employees were difficult to move around within a company. There was a strong rejection of differential standards for employees meaning that handicapped workers are expected to compete on equal terms with non-handicapped workers.

Many respondents saw definite limitations on both the abilities and training of handicapped persons. About two in five agreed that only a few jobs within any one company could be handled by physically handicapped workers, and one in five agreed that jobs within their own companies could not be structured for physically handicapped workers. Half of the personnel managers and a third of the supervisors agreed that it was hard to find jobs that physically disabled workers were trained to do. It would seem that not enough persons within private industry are aware of the *training* aspect of the vocational rehabilitation process.

The survey also indicated two other areas of the employment situation in which the hiring of the handicapped might be affected in an adverse way. First of all, many respondents were uninformed on the second-injury fund aspect of workmen's compensation. While most personnel men knew that hiring of handicapped persons did not raise insurance rates, they might conceivably be concerned with the consequences of possible future accidents by these persons. Also, many respondents felt that union contracts and seniority clauses made it difficult to transfer workers to less demanding jobs when they became unable to perform their usual tasks.

The attitudes discussed above would presumably lead to restrictions being placed on the employment of physically handicapped individuals.

The personnel managers and supervisors indicated some of these barriers to the hiring of the handicapped. Roughly one-half of both groups disagreed with the statement, "When considering applicants for a job, I do not allow a physical handicap to influence my decision one way or the other." About one-half of the personnel managers and one-fourth of the first-line supervisors agreed that a company should not hire anyone who cannot pass a physical exam. A possible result of this attitude is that medical departments are often given the task of screening out those with physical handicaps. About one-fourth of the personnel men and one-half of the supervisors

indicated that physical examinations screen-out most of the disabled before they ever saw them.

Personnel men agreed that personnel managers often discriminated against the handicapped in their hiring, and supervisors also perceived personnel managers as discriminatory. Almost half of the personnel managers thought that first-line supervisors were against hiring of the handicapped, although only one-fourth of the supervisors admitted to such prejudice. While situations doubtlessly vary from company to company, the data indicate that personnel departments, first-line supervisors, and medical departments all constitute potential barriers to the hiring of handicapped persons.

One of the major findings of this survey has been that the attitudes of supervisors and personnel managers were generally very similar. However, more supervisors were undecided on certain cost and policy items than were personnel managers. This would be expected. It also seemed that supervisors differed somewhat from personnel men in their perception of the barriers to the hiring and use of handicapped workers. More supervisors than personnel managers seemed to see the medical department as keeping them from hiring partially disabled workers, and fewer saw union contracts as being restrictive. Since supervisors are nearer the actual job situation than personnel managers, it is possible that there may actually be more flexibility present in the job area than is perceived by personnel departments.

Responses to items that dealt with possible solutions to the problem of the handicapped worker yielded the following conclusions. While most respondents felt that certain industries were more favorably suited than others to the employment of the handicapped, there was no general agreement as to the characteristics of these industries. The problem of unemployment among the handicapped was recognized but a great deal of indecision was apparent as to how the problem might be solved. Any sort of governmental regulations or laws requiring firms to hire qualified handicapped persons was strongly rejected. This rejection of governmental intervention was much stronger among personnel men than among supervisors.

A study was made of differences in responses among personnel men grouped according to certain personal or company variables. The number of response differences found was not much greater than would have been expected by chance. The level of education attained by the personnel manager was the most significant variable

related to differences in response. The lack of consistent relationships (or even strong trends) between these personal or company variables and response patterns would seem to mean that attitudes and practices are more individually determined, and that each personnel manager and each company must be evaluated separately. This finding argues against those who feel that certain kinds of companies or individuals are more favorably disposed to the hiring of the handicapped.

Certain other implications may be made from the data reported in this monograph. First of all, it would seem that efforts to "educate" representatives of private industry have been successful in imparting general information on the capabilities of the physically handicapped worker. However, this knowledge has not appreciably increased the employment of physically handicapped workers by private industry. Unemployment remains much higher among handicapped than among non-handicapped workers. The inescapable conclusion is that while such general educational efforts serve their useful purpose, a new focus is needed. This new focus might well be to explore with *each individual company* the actual physical demands of its jobs and the ability of physically handicapped persons to meet these demands, and to assess and minimize the barriers that exist within each company to the actual employment of the handicapped.

# Introduction

The Vocational Rehabilitation Research Laboratory of the Industrial Relations Center is currently engaged in research on the work adjustment of physically handicapped individuals. The objective of this program is to define work adjustment through a study of the relationships among several indicators of work adjustment. Bulletin X of the present series lists and describes these indicators and details the basis for the current program.<sup>1</sup>

One important aspect of the program is the study of correlates of work adjustment—factors which presumably have some influence on the individual's adjustment to the world of work. These factors include personal characteristics (such as sex, age, and disability), antecedent factors (such as education, vocational preparation, and rehabilitation history), job factors (such as type of work and working conditions) and situational factors (such as job market conditions and family circumstances). One correlate of work adjustment of the physically handicapped is the attitudes of management toward the handicapped worker.

The need for an extensive survey of the attitudes of employers towards the employment of physically handicapped workers became apparent in the early studies in rehabilitation research conducted in this laboratory. Several studies in the present series have documented the fact that physically handicapped workers can and do perform creditably in the labor market.<sup>2</sup> However, in spite of the publicity accorded the satisfactory work performance of the handicapped, the increase in rehabilitation services in recent years, and improved methods of physical and vocational rehabilitation, counseling and placement, the rate of unemployment among physically handicapped workers remains inordinately high as compared with the rate of unemployment in the labor force in general.<sup>3</sup> Handicapped persons themselves attribute their unemployment or un-

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<sup>1</sup> *Minnesota Studies in Vocational Rehabilitation: X. A Definition of Work Adjustment.* Industrial Relations Center Bulletin 30, University of Minnesota, May, 1960.

<sup>2</sup> *Minnesota Studies in Vocational Rehabilitation: I. Research Plan and Bibliography.* Industrial Relations Center Bulletin 21, University of Minnesota, June, 1958; *VII. Factors Related to Employment Success.* Industrial Relations Center Bulletin 27, University of Minnesota, May, 1959.

<sup>3</sup> *Minnesota Studies in Vocational Rehabilitation: III. A Follow-up Study of Placement Success.* Industrial Relations Center Bulletin 23, University of Minnesota, August, 1958; *VII. Factors Related to Employment Success.* Industrial Relations Center Bulletin 27, University of Minnesota, May, 1959.

satisfactory employment more often to employer resistance than to any other single cause.<sup>4</sup> While employer resistance may be only one possible explanation for this high rate of unemployment, and while present knowledge extends only to the fact that many handicapped persons perceive employer resistance to hiring them, it seemed important to study these perceptions further. If there is substantial employer resistance, it is obvious that successful efforts at rehabilitation will be of little consequence since rehabilitated persons will find poor acceptance in the labor market.

The problem posed above seems to be two-fold. First, are employers *really* prejudiced against the physically handicapped or are these perceptions of employer prejudice without foundation? Secondly, if prejudice does exist, what methods will be most effective in changing employers' attitudes? Basic to the investigation of these two problems is the measurement of employers' attitudes.

The present bulletin reports a survey of employers' attitudes toward the physically handicapped worker. In order to survey as many persons as possible with as many items as possible, a mail questionnaire was used. The questionnaires presented statements relating to attitudes or practices and the person responded by indicating his agreement or disagreement with the item on a five-point scale. Personnel managers were chosen as respondents for the initial survey since it seemed that they were not only directly concerned with the hiring and placement of workers, but that their attitudes might reflect the policies of their firms. A subsequent survey was made of supervisors and foremen. The purpose of this bulletin is to report descriptively how personnel managers and supervisors have responded to attitude statements presented to them.

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<sup>4</sup> *Minnesota Studies in Vocational Rehabilitation: III. A Follow-up Study of Placement Success.* Industrial Relations Center Bulletin 23, University of Minnesota, August, 1958.



## Method

A pool of several hundred items was constructed by members of the research staff based on interviews with handicapped persons, other employer attitudes research projects,<sup>5</sup> textbooks,<sup>6</sup> staff discussion, and individuals' ideas. An attempt was made to sample as many aspects of employer attitudes as was feasible. The universe of items covered attitudes towards workers in general as well as handicapped workers, factual statements as well as opinion statements, items concerning selection and placement procedures of the company, opportunities to project one's reasons for not hiring handicapped workers, "obvious" and "subtle" adaptations of the same ideas.

The large initial pool of items was reduced to the 225 of the most promising items. These were randomly assigned to three questionnaires of 75 items each, referred to as Forms A, B, and C. To test whether length of questionnaire had any effect either on percentage of returns or on the way a particular item was answered, a fourth questionnaire, Form D, was constructed of 40 items drawn from Forms A, B, and C.

Each of the four questionnaires was sent with a covering letter to 200 personnel managers (total  $N = 800$ ) in the 47 conterminous states *other* than Minnesota. The names were chosen randomly from the mailing list of the Industrial Relations Center. A reminder card was sent to non-respondents a week after the original mailing. Two weeks after original mailing, another copy of the questionnaire was sent with a letter. These materials are shown in the appendix. The

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### <sup>5</sup> Research projects

- Baxt, Roland. Survey of employers' practices and policies in the hiring of physically impaired workers. May, 1959. *Bull. Federal Employment & Guidance Serv.*
- Olshansky, M. A., Grob, S., Mulamud, I. T. Employers' attitudes and practices in the hiring of ex-mental patients. *Ment. Hyg.*, 1958, 42, 402-408.
- Kirchner, W., Lindbom, T., and Paterson, D. G. Attitudes toward the employment of older people. *J. Applied Psychol.*, 1952, 36, 154-156.
- Tuckman, J., and Lorge, I. Attitudes toward older workers. *J. Applied Psychol.*, 1952, 36, 149-153.
- Pindell, H. D. Employer attitudes about psychiatric patients. *J. Rehab.*, 1958, 24, 6-7.
- Jennings, M. Twice handicapped. *Occupations*, 1951, 30, 176-181.
- Kline, E. M. Heart disease and employment. *Ind. Med. & Surg.*, 1954, 23, 126-127.
- Dawis, R. V. The measurement of supervisory attitudes. Unpublished Ph.D. dissertation. University of Minnesota, 1956.

### <sup>6</sup> Textbooks

- Lofquist, L. H. *Vocational counseling with the physically handicapped*. New York: Appleton-Century-Crofts, Inc., 1957.
- Patterson, C. H. *Counseling the emotionally disturbed*. New York: Harper, 1958.
- Shartle, C. L. *Occupational information*. New York: Prentice-Hall, 1952.

percentage of usable returns was 76% for Form A, 73.5% for Form B, 73% for Form C, and 74.5% for the shorter Form D. For all forms combined, the percentage of personnel managers returning completed, usable forms was 74%.

Each of Forms A, B, and C, was also sent to 170 supervisors (total  $N = 510$ ) in the Minneapolis-St. Paul area. One hundred fifty of these supervisors worked for one large manufacturing company, and the remainder had taken a supervision course in the Extension Division of the University of Minnesota. No claim is made as to the representativeness of this sample. A reminder card was the only follow-up used with this sample. The percentage of usable returns from supervisors was 57.6% for Form A, 53.5% for Form B, 68.8% for Form C, and 60% for all forms combined.

# Description of the Samples

The samples responding to the questionnaires are described in Table 1 from information given on a personal data sheet which was attached to each form. Copies of the personal data sheets are shown in the Appendix.

The typical personnel manager can be described as a male in his early 40's who has had a college education and holds a degree. He has been on his present job from six to ten years and has been in personnel work slightly longer than that, from 11 to 15 years. He has worked for his employer from 11 to 15 years, and the firm is, typically, a manufacturing company. The company is likely to have over 1,000 employees and to be located in a city of over 100,000. The company provides some medical facilities for its employees, including a medical department, a physician, and a nurse.

The only significant difference between the four separate samples of personnel men was in the proportion of those whose companies had no medical facilities as contrasted with those with medical facilities in some combination. The sample who responded to Form B came from more companies *without* any sort of medical facilities.

**Table 1. Characteristics of personnel manager and supervisor samples responding to attitude questionnaires**

Characteristic	Personnel managers (N = 594)	Supervisors (N = 306)
	Per cent	
1. Sex: Male .....	92	93
Female .....	8	7
2. Age: 20-34 years .....	14	28
35-49 years .....	60	57
50 years and over .....	26	15
3. Education:		
Grade school .....	0	5
High school .....	7	28
College .....	81	42
Other* .....	11	25
4. Years on present job:		
5 years or less .....	36	40
6-10 years .....	28	27
11-15 years .....	17	12
More than 15 years .....	19	21

\* Trade school or business school.

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**Table 1. Characteristics of personnel manager and supervisor samples responding to attitude questionnaires—Continued**

Characteristic	Personnel managers (N = 594)	Supervisors (N = 306)
	Per cent	
5. Years in personnel/supervisory work:		
5 years or less .....	15	44
6-10 years .....	25	31
11-15 years .....	25	11
More than 15 .....	35	14
6. Years with company:		
5 years or less .....	21	21
6-10 years .....	23	24
11-15 years .....	20	17
More than 15 years .....	36	38
7. Size of company in which employed:		
Under 250 .....	10	16
250-999 .....	38	19
1,000 and over .....	52	65
8. Size of city in which employed:		
Under 25,000 .....	17	9
25-50,000 .....	11	3
50-100,000 .....	10	4
100,000 and over .....	62	84
9. Type of company in which employed:		
Manufacturing .....	67	67
Retail and wholesale trade .....	8	4
Public utilities .....	6	7
Banking and finance .....	5	1
Transportation .....	2	4
Other .....	12	17
10. Number supervised:		
Less than 20 .....		62
20-50 .....		29
More than 50 .....		9
11. Medical facilities of companies:		
Some .....	71	76
None .....	13	24
No answer .....	16	

The typical supervisor in the sample is a male, in his early 40's, with some education beyond high school, some college, trade school, or business school but without an academic degree. He has been on his present job and in supervisory work from six to ten years. He has worked for his present employer slightly longer than that, from 11 to 15 years, and this employer is usually a manufacturing com-

pany. As in the case of personnel managers, the company of the typical supervisor usually has over 1,000 employees, and most were located in the Minneapolis-St. Paul area. The company usually provides some combination of medical facilities for its personnel. The supervisor in the sample typically has 20 or fewer persons under his direction, and these subordinates are more often in physical activities than in sedentary jobs. Considering the selected and possibly biased nature of this sample of supervisors, inferences concerning supervisor attitudes should be viewed with caution.

## Results

The following sections report the percentages of personnel managers and supervisors choosing each of the five responses to each item. Those designating the item as not applicable to their situations are not included in these percentages. To facilitate scoring and tabulating, scoring weights from one to five were assigned to the five response categories with highest weight (five) being given to the response at that end of the continuum which the experimenters felt was more consonant with favorable practices toward the handicapped.<sup>7</sup>

Items are grouped according to their content in these sections: I, Attitudes toward workers in general; II, Attitudes toward physically handicapped workers; III, Comparisons of handicapped and non-handicapped workers; IV, Items referring to the firm's policies and practices; V, Attitudes toward the employment of physically handicapped persons; and VI, General attitudes. Within each grouping or sub-grouping, items are listed in descending order according to the mean score on each item made by the personnel managers.

In the following tables, light face numbers pertain to supervisors. Per cents do not always add up to 100 due to rounding errors. An asterisk (\*) indicates differences between personnel manager and supervisor samples which are statistically significant by the chi square test at the .05 level.

### I. Attitudes toward workers in general

A. Supervision	N's	SA	A	U	D	SD
				per cent		
Ridicule and sarcasm should never be used by a supervisor in dealing with his workers. (A-70)	152 98	57 65	41 31	1 0	1 3	0 1
A worker should always be fully aware of what is expected of him. (A-69)	151 98	52 61	48 39	0 0	0 0	0 0
It sometimes does a worker good to be criticized in front of the other workers. (C-30, D-23)	295 117	1 1	6 8	1 5	32 44	60 42
A supervisor should not be expected to burden himself with a worker's (personal) problems. (A-60, C-9, D-11)	447 215	1 3	3 10	2 3	46 51	48 33

<sup>7</sup> Empirical scoring methods would probably lead to different scoring weights.

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	N's	SA	A	U	D	SD
			per cent			
A supervisor should never admit his ignorance of a topic in front of his workers. (A-1)	152 98	1 3	6 16	3 2	53 48	37 31
A supervisor's first job is to show who is boss. (A-72)	150 98	0 0	5 9	3 4	59 57	33 30
Employers who are liked best probably have a better understanding of their employees. (B-1)	146 91	33 55	54 37	4 2	9 6	0* 0
It isn't necessary to give full explanations when you tell your workers to do something. (A-31)	151 96	1 2	18 20	5 2	51 37	25* 40
An employee has the right to know about everything that affects his job. (A-38)	149 98	24 39	48 46	5 3	21 11	2 1
Supervisors should not expect to be popular with their workers. (A-74)	148 96	1 2	18 25	7 4	61 63	13 6
When a worker doesn't understand an assignment, it's usually the supervisor's fault. (B-54)	147 88	6 8	66 64	13 10	14 16	1 2
If a supervisor is too "buddy buddy" with the workers, the situation tends to get out of control. (B-35)	145 90	12 19	72 58	6 4	9 17	0* 2

The great majority of personnel managers and supervisors seemed to subscribe to what has been called the "human relations approach" in industry. Supervisors should not use sarcasm or public criticism, should not be authoritarian, and so forth. Workers should be free to approach them with their problems but certain limits to the supervisor-worker relationship must be retained.

Supervisors differed significantly from personnel managers on three items when the chi square test is used. On items B-1 and A-31, supervisors differed, not in direction, but in intensity. On the last item, more supervisors disagreed with the statement, "If a supervisor is too 'buddy buddy' with the workers, the situation tends to get out of control."

## B. Individual differences

	N's	SA	A	U	D	SD
			per cent			
Our company is interested in each individual worker. (A-23)	148 95	38 38	60 56	1 1	0 2	1 3
When you are handling a large group of workers, it's almost impossible to make allowances for differences between them. (A-18, C-5, D-1)	436 212	2 0	10 20	3 4	55 52	30 24

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	N's	SA	A	U	D	SD
			per cent			
Every worker should be judged as an individual who may be quite unlike the average man. (C-7, D-8)	291 116	28 28	52 50	8 3	10 16	2 3
All workers in a firm are equally important. (A-2, C-23)	296 215	14 34	28 30	4 0	35 27	19 8*
On the same job, different employees should have different work standards above a certain minimum. (C-11)	142 114	4 3	28 33	6 7	44 39	18 18
Different employees should have different work standards. (D-13)	147	4	19	9	48	20

There was only one significant difference in the responses made by personnel managers and supervisors to these items pertaining to individual differences. While the majority of those responding recognized that individual workers differ, only one-fourth to one-third would be willing to set differential work standards. This seems to indicate an atmosphere in many companies that might be considered unfavorable to the use of workers who are atypical in any way.

C. Items describing workers in general	N's	SA	A	U	D	SD
			per cent			
Workers are just naturally lazy on the job. (A-61)	152 98	0 0	1 3	2 2	55 57	42 38
Most persons are not interested in doing a good day's work. (C-32)	146 88	0 2	3 10	1 2	66 70	29 17
Most workers seem to enjoy making things harder for their bosses. (B-41)	147 90	1 0	1 2	1 3	77 63	21 31
Most "old-timers" among the employees are hard to please. (A-65)	152 97	0 0	5 15	3 6	74 68	18 10
Most workers follow instructions pretty well. (B-24)	146 89	6 8	92 88	1 0	1 5	0 0
Most workers don't appreciate what a supervisor does for them. (A-62)	152 98	0 2	7 8	5 4	66 67	21 18
Most workers will loaf on the job unless they are watched carefully. (C-31, D-24)	295 117	0 1	6 8	2 4	72 66	19 21
Employees usually will not think for themselves. (B-2)	147 90	1 4	11 10	5 3	58 57	25 26
Most employees do not really earn their pay checks. (B-39)	146 90	2 2	5 6	3 3	77 68	13 21
Most employees will obey orders quickly and without argument. (A-71)	152 98	11 18	78 76	2 0	10 7	0 1



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	N's	SA	A	U	D	SD
			per cent			
Most people are honest chiefly through fear of being caught. (B-40)	141 90	1 2	12 11	7 5	63 59	18 23
Workers expect too much help from their supervisors. (B-28)	145 90	0 1	21 10	10 10	64 77	4* 2
Most workers are resourceful when left on their own. (B-53)	146 87	2 2	66 77	12 9	19 10	1 1
Employees today do not really take pride in their work. (B-15)	146 91	3 2	23 15	9 2	60 59	6* 21
Most workers these days lack imagination. (B-27)	145 90	0 3	28 17	13 8	52 60	8 12
Most workers try to make things easier for their supervisors. (C-25)	146 117	0 5	60 56	16 9	23 26	1 3
An employee in a jam usually has only himself to blame. (C-27)	145 116	1 3	29 26	15 11	52 52	3 9
Too much nonsense goes on in offices and factories these days. (C-28)	146 117	2 8	30 30	12 17	51 38	5 8
Workers who "act smart" probably have too high an opinion of themselves. (C-26)	143 116	3 8	32 40	18 14	42 34	5 5

Most personnel managers and supervisors did not agree to extremely derogatory statements such as workers are lazy or make a lot of trouble. However, they did see workers as being not very resourceful or imaginative, and as not taking pride in their work. It is worth noting that about one-third of those responding agreed that, "An employee in a jam has only himself to blame." Thirty-five per cent of the personnel managers and 48% of the supervisors agreed that, "Workers who 'act smart' probably have too high an opinion of themselves."

Supervisors differed significantly from personnel managers on only two of the nineteen items pertaining to workers in general. Fewer supervisors agreed to "Workers expect too much help from their supervisors." The item, "Employees today do not really take pride in their work," also evoked less agreement from the supervisors.

## II. Attitudes toward physically handicapped workers

A. Personal characteristics of handicapped persons	N's	SA	A	U	D	SD
			per cent			
Most people with a physical handicap have only themselves to blame. (A-57)	152 97	0 1	0 0	2 1	39 41	59 57

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	N's	SA	A	U	D	SD
			per cent			
Most physically handicapped persons are just naturally stubborn. (A-10)	152 95	0 1	1 1	3 12	52 46	43 40
Physically handicapped persons don't have enough sense of responsibility. (D-29)	144	0	0	2	60	38
The physical appearance of handicapped persons bothers me. (A-19)	147 96	1 0	4 7	4 6	52 54	39 32
Handicapped persons expect everyone to pamper them. (B-10)	143 83	0 0	1 0	4 7	64 61	30 31
When several persons have the same physical handicap, their abilities and interests will be the same. (B-19)	142 86	0 1	6 5	13 15	54 53	27 26
Most physically handicapped persons expect to be taken care of by others. (A-40)	150 97	0 1	1 1	8 8	81 69	11* 21
Handicapped persons usually do not have very good credit ratings. (B-13)	140 80	1 1	1 0	20 25	54 55	24 19
Physically handicapped persons are difficult to understand. (A-44)	150 98	0 0	3 4	9 14	76 65	11 16
Handicapped persons are likely to get angry if you mention their physical handicap. (A-52)	150 96	0 0	7 9	20 16	71 67	2 8
You have to be awfully careful what you say around a physically handicapped person. (C-74, D-26)	287 109	0 1	11 12	11 14	73 67	5 6
Physically handicapped persons have a lot of emotional problems. (B-16)	141 80	1 1	18 18	28 29	51 45	1 8
Physically handicapped persons become more inventive and creative in order to make up for their handicap. (A-29)	150 95	1 8	33 47	46 32	19 11	2 2

The statements in this section refer to the physically handicapped as persons rather than as workers or employees. In general, the responses were quite favorable. However, four of the five items receiving more unfavorable or undecided responses refer to a sensitivity or emotionality on the part of disabled persons. It seems that a fair number of personnel men and supervisors saw handicapped persons as requiring special treatment in interpersonal relationships. Counselors and placement workers should be aware of this attitude so that it can be discussed openly both with the handicapped and with those employers with whom placements are being made.

Only 34% of the personnel managers and 55% of the supervisors saw the physically handicapped as compensating for their disability

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by becoming more inventive. The other respondents seemed *not* to have accepted a popular stereotype of disabled persons.

Of the 13 items, supervisors differed significantly from personnel managers on only one item, A-40. The difference was in intensity but not direction.

B. Physically handicapped workers in industry	N's	SA	A	U per cent	D	SD
Physically handicapped workers have a poor attitude toward their company. (B-9)	142 83	0 0	2 1	4 4	57 58	37 37
Physically handicapped workers will not think for themselves. (B-49)	145 82	0 0	0 0	1 0	72 71	28 29
Physically handicapped workers take advantage of other people by not doing their fair share of work. (A-42)	150 96	0 1	0 0	4 8	67 65	29 26
Physically handicapped persons don't have enough sense of responsibility to the company. (C-47)	141 110	0 0	0 0	5 3	69 60	26 37
Someone always has to be present to tell a handicapped employee what to do next. (B-43)	144 81	0 0	1 0	1 2	80 74	19 23
Physically handicapped persons don't work well in a situation involving teamwork. (A-4)	147 94	1 2	4 5	10 11	49 45	36 37
Physically handicapped persons have so many personal problems that they are less efficient on the job. (B-8)	143 79	0 1	2 0	5 6	69 68	24 24
The physically handicapped worker is usually dissatisfied with his job. (A-20)	146 92	0 0	1 3	5 11	71 61	23 25
Physically handicapped persons are all right for routine jobs, but they are not managerial material. (C-37, D-30)	286 112	0 1	2 0	8 11	66 53	25 36
Most workers would not respect a physically handicapped supervisor. (B-34)	145 86	0 0	3 1	1 12	77 66	19* 21
Most handicapped workers expect you to give them the easiest jobs to do. (A-6)	150 95	0 0	4 3	7 8	61 67	27 21
Physically handicapped workers do not like advancement to be based on merit. (A-66)	152 95	0 1	0 4	11 20	69 57	20 18
Most physically handicapped workers are conscientious about doing a good job. (B-52)	145 80	18 14	74 84	3 3	3 0	1 0
Most physically handicapped workers are accident prone individuals. (B-12)	143 83	1 0	3 5	10 16	64 63	22 17

	N's	SA	A	U per cent	D	SD
Handicapped workers usually do what you tell them but when they leave the plant they are always complaining. (A-58)	149 94	0 0	0 1	13 17	71 61	16 21
Physically handicapped persons usually make loyal and cooperative employees. (C-38, D-31)	283 111	20 26	65 60	13 8	2 5	0 1
Handicapped workers like easy work. (B-42)	144 82	0 0	3 6	7 12	74 68	16 13
Physically handicapped workers are more concerned with themselves than with the company for which they work. (C-42, D-32)	286 108	1 0	2 0	10 12	71 67	16 21
Handicapped workers take pride in the company for which they work. (A-48)	146 96	11 17	75 68	12 16	1 0	0 0
Most physically handicapped workers expect the other workers to do things for them. (B-71)	143 81	1 0	3 1	5 4	83 74	8 21
Physically handicapped workers follow safety regulations very closely. (A-14)	144 92	8 11	70 55	17 32	5 2	0 0
The physically handicapped worker shows a lot of interest in his job. (A-49)	148 95	1 12	74 74	24 14	1 1	1 0
Most handicapped workers are resourceful when left on their own. (C-49, D-34)	283 105	4 6	67 66	23 21	5 8	0 0
Most workers would not like to work for a physically handicapped supervisor. (A-67)	149 97	0 0	8 8	30 31	59 55	3 6
Handicapped workers tend to work harder in order to make up for their handicap. (A-39)	149 97	3 8	50 53	34 22	11 16	1 1
Handicapped persons work better in large groups. (B-17)	140 77	0 3	6 18	50 44	43 32	1* 3
Physically handicapped persons are not easy to move around within a company. (A-73)	149 93	6 6	64 54	11 15	17 23	1 2

The preceding statements concern themselves with handicapped persons as workers. Most statements drew very favorable responses from the respondents. Physically handicapped workers were seen as conscientious persons who do their share of the work with no more help or supervision than non-handicapped workers require. An extremely small percentage saw them as accident prone individuals or as persons who do not follow safety regulations carefully.

As in the preceding section, more than two-fifths of the personnel managers and supervisors either disagreed or were undecided about

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the willingness of handicapped persons to compensate for their disability by hard work.

The general favorableness of the responses to the above items causes one to wonder just why the percentage of unemployed handicapped workers is above that of normal workers. Responses to the last item may indicate one important reason for this situation: 70% of the personnel managers and 60% of the supervisors agreed that, "Physically handicapped workers are not easy to move around within a company." For companies that require flexibility in their employees or which move employees through a series of different jobs, this attitude would militate against the hiring of persons with many types of disabilities. Some of the agencies and commissions which are devoted to educating industry on the merits of hiring the handicapped might do well to deal with this problem.

There was a great deal of similarity between the responses of personnel managers and supervisors. Their responses differed significantly only on items B-17 and B-34.

### III. Comparisons of handicapped and non-handicapped workers

A. Production	N's	SA	A	U per cent	D	SD
If placed in the "right" position, a physically handicapped person works just as well as a non-handicapped person. (B-20)	143 84	29 33	69 64	1 2	1 0	0 0
Physically handicapped persons turn out less work than do non-handicapped persons. (C-63, D-27)	288 107	0 0	2 5	14 12	68 67	16 16
I feel sorry for persons with physical handicaps but in business they just can't compete with healthy people. (A-56)	149 96	0 1	2 7	9 7	78 71	11 14
B. Turnover						
Turnover rates are higher for handicapped than for non-handicapped workers. (C-54, D-28)	281 104	0 3	1 1	11 36	63 42	25* 18
The handicapped worker is less likely to quit his job than the average worker. (A-15)	149 95	20 18	66 66	9 7	4 6	0 2
In general, physically handicapped workers will stay on a job longer than will non-handicapped workers. (B-11)	142 82	11 6	59 51	19 28	11 15	1 0

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C. Absenteeism	N's	SA	A	U per cent	D	SD
Physically handicapped workers are more likely to abuse sick leave than non-handicapped workers. (C-50, D-36)	282 106	0 0	1 1	9 9	68 61	21 29
Absenteeism rates are usually lower for physically handicapped persons than for non-handicapped workers. (C-39, D-38)	280 103	11 15	54 33	25 38	10 13	0 2
D. Accident rates						
Physically handicapped workers have more accidents than non-handicapped workers do. (A-46)	146 96	0 0	1 0	14 18	64 67	22 16
Handicapped workers have more accidents on the job than non-handicapped workers. (B-25)	140 78	0 0	1 3	11 22	68 59	19 17
E. Supervision						
Physically handicapped workers don't follow instructions as well as non-handicapped workers. (C-56, D-39)	284 105	0 0	1 1	7 11	72 60	20 28
A supervisor has to give a handicapped worker more supervision than a non-handicapped worker. (B-72)	144 82	0 0	3 7	8 12	83 68	7 12
A supervisor has to give a handicapped person more help than a non-handicapped worker. (C-67)	142 108	0 0	11 16	17 16	68 65	4 4
Physically handicapped workers follow instructions better than do non-handicapped workers. (B-4)	136 79	1 1	27 33	26 32	40 30	6 4
A supervisor ought not to expect a handicapped person to do as much work as a non-handicapped person. (A-43)	149 98	1 1	3 14	7 4	77 62	13* 18
F. Pay and promotions						
Physically handicapped workers don't need as much money to live on as the average worker. (A-7)	152 97	0 1	2 2	6 9	50 46	41 41
Promotions are given to physically handicapped workers more often than to non-handicapped workers. (A-26)	146 93	0 0	4 1	14 15	69 69	13 15
Physically handicapped workers usually have a better chance for promotion than do non-handicapped workers. (B-58)	144 83	0 1	6 5	8 10	74 64	11 20

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	N's	SA	A	U per cent	D	SD
Physically handicapped workers don't advance as fast as non-handicapped workers, even when they are just as good. (B-63)	146 83	0 2	31 29	18 29	45 34	5 6
The non-handicapped worker usually gets more raises than the handicapped worker. (B-75)	144 82	1 1	15 18	14 24	65 46	6 10

## G. General

The average non-handicapped worker gets more satisfaction out of his job than does the physically handicapped worker. (B-6)	144 80	1 0	4 0	5 10	58 61	32 29
Physically handicapped workers can be pushed around more than other workers. (C-36)	141 110	0 0	8 4	5 5	60 59	28 32
Handicapped workers show less initiative than do non-handicapped workers. (A-63)	152 96	0 0	1 0	12 10	68 70	19 20
Physically handicapped persons have more personal problems than do other workers. (C-48)	142 107	0 0	14 17	19 22	58 51	9 10
Physically handicapped persons are more loyal to their company than are non-handicapped workers. (B-21)	140 81	2 6	27 27	32 33	36 31	2 2

In general, it seems that the respondents tended to disagree with statements that rate handicapped workers as "better" than non-handicapped workers and they also tended to disagree with statements that rate non-handicapped workers as "better" than handicapped workers.

Responses to the items on production, turnover, absenteeism, and accident rates, which refer to situations that can be objectively determined, indicate that most personnel managers were acquainted with the facts that have been determined in several studies.<sup>8</sup> These studies have found that handicapped workers generally *do* stay on their jobs, *do not* have higher absenteeism, *do not* have higher accident rates, and their production is generally equal to that of non-handicapped workers.

<sup>8</sup> For example, see: Dietz, J. W. An experiment with vocationally handicapped workers. *Personnel J.*, 1931-32, 10, 365-370; Morton, F. L. Management of the physically handicapped personnel. *Industr. Med.*, 1945, 14, 306-311; Wagner, T. *Selective job placement*. New York: National Conservation Bureau, Association of Casualty and Surety Executives, 1946.

Supervisors differed significantly from personnel persons on only two items, C-54 and A-43. More supervisors were undecided about turnover rates, and more of them agreed that a supervisor ought not to expect a handicapped person to do as much work as a non-handicapped person.

#### IV. Items referring to the firm's policies and practices

	N's	SA	A	U	D	SD
			per cent			
Anyone, handicapped or not, who is willing to work hard has a good chance of succeeding in our company. (A-50)	150 94	30 34	68 54	1 6	1 4	0 1
There are really no jobs in our company that could be handled by a physically handicapped person. (A-36)	150 90	1 2	2 2	3 3	59 67	35 26
In our company, stability and knowledge are valued more highly than muscular strength and agility. (A-3, C-22, D-9)	435 207	35 42	57 47	3 4	4 6	0* 2
I would like to hire some physically handicapped persons, but I know that our customers would object. (A-53)	125 64	0 0	0 2	3 13	75 69	22 17
Our accident rates are already so high that we cannot afford to hire handicapped workers. (B-45)	142 73	1 0	0 1	3 10	74 68	22 21
Our union contract prevents us from hiring more physically handicapped persons. (A-21)	84 56	0 2	7 4	4 18	58 54	31 23
Our operations are such that we just cannot use physically handicapped workers in any job. (B-18)	143 85	1 2	4 5	5 6	66 64	23 24
Our company has so many expensive fringe benefits that we can't afford to hire handicapped workers. (C-45)	131 91	0 1	2 1	5 23	78 64	15 11
In our company, we promote on the basis of achievement and persons with a physical handicap just can't stay in the running. (C-34, D-33)	274 107	0 0	3 8	8 6	71 70	18 17
If the company's medical department feels that a handicapped person can do a job, then I would not let his handicap interfere with my judgment of his application. (B-69)	137 83	20 19	72 66	2 6	6 7	1 1
I cannot hire handicapped workers because my bosses expect me to use the best workers I can get. (A-30)	132 65	1 3	5 18	7 6	69 57	19* 15
We just cannot afford to hire handicapped workers because we have had to cut back our work force. (A-17)	84 59	0 2	10 5	6 27	61 53	24* 14



# ATTITUDINAL BARRIERS TO EMPLOYMENT

	N's	SA	A	U	D	SD
				per cent		
Our liberal health and insurance benefits make it too expensive for us to hire handicapped workers. (B-67)	140 73	0 0	4 1	7 40	79 51	11* 8
The union has forced so many expensive fringe benefits on us that we can't afford to hire handicapped workers. (C-69)	110 86	0 0	5 5	11 24	72 59	13 12
Our company has had good results with the physically handicapped persons that it has hired. (A-68)	136 78	11 9	73 62	12 15	4 13	0* 1
I wouldn't want to have a physically handicapped secretary. (C-70)	145 108	0 2	6 7	12 10	68 57	14 23
I would like to be more lenient about hiring the physically handicapped, but the medical department won't let me. (C-41)	100 66	0 2	9 20	14 24	62 46	15* 9
Departments within our company that have handicapped persons in them have good production records. (A-16)	122 75	9 8	63 63	25 23	3 5	0 1
In our company, we don't believe in bothering with expensive selection and placement procedures. (C-17, D-19)	288 114	1 3	25 20	5 6	45 46	24 25
The jobs we have that can be handled by physically handicapped persons are saved for our own workers who may become disabled. (C-61)	125 103	2 3	17 12	8 11	65 62	9 13
Our physical examinations screen out most of the disabled before I ever see them. (A-12)	114 79	2 6	26 46	4 18	42 27	25* 4
I am more likely to hire a handicapped person who has been referred by a counseling agency than one who applied for a job on his own. (A-24)	141 83	1 2	21 30	13 17	52 39	12 11
Our jobs cannot be structured so that handicapped workers can handle them. (C-68)	138 109	1 1	21 20	17 15	57 58	4 6
I would like to be more lenient about hiring the physically handicapped, but the foremen object to having them in their work units. (C-43)	116 65	1 2	30 19	15 20	45 51	9 9
My duty is running a business (department), not providing jobs for handicapped persons. (A-51)	134 80	4 9	38 49	10 8	37 30	10 5
I would rather hire a physically handicapped person who has had rehabilitation training than a non-handicapped person who has had no such training. (C-73, D-35)	283 107	4 5	27 39	48 43	21 13	1 0
If all businesses had to hire some handicapped workers, then I would be glad to do my share. (B-61)	113 71	4 13	39 44	12 20	35 14	10* 10

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	N's	SA	A	U	D	SD
			per cent			
Union seniority rules make it difficult for us to give a lighter job to someone who has developed a health problem. (A-54, D-18)	201 60	10 10	40 17	3 15	40 52	7* 7
In our company we put a lot of emphasis on good physical appearance. (C-2, D-3)	287 116	8 9	51 50	9 6	29 28	3 7
When considering applicants for a job, I do not allow a physical handicap to influence my decision one way or the other. (B-48)	143 71	3 6	25 32	15 17	51 44	6 1
Seniority rules make it difficult to give a lighter job to someone who has developed a health problem. (C-15)	119 97	20 8	35 32	5 8	38 38	2* 13
Union contracts make it difficult for us to give a lighter job to someone who has developed a health problem. (B-31)	118 63	17 5	45 27	4 22	30 33	4 13
Ability to move from one job to another is considered an important factor in our company. (C-1, D-2)	287 116	34 35	56 57	2 3	7 5	1 0

These items are designed to explore various aspects of a firm's policies or practices as they relate to the hiring and utilization of physically handicapped workers. The items are all worded to refer to the respondent's own company.

It is significant to note that 22% of the personnel managers and 21% of the supervisors agreed that, "Our jobs cannot be structured so that handicapped workers can handle them." Since each reply represents the policy of a different company, and since these companies generally employ over 1,000 workers each, it can be seen that a substantial part of the labor market is closed to physically handicapped workers.

While 98% of the personnel managers and 88% of the supervisors agreed that, "Anyone, handicapped or not, who is willing to work hard, has a good chance of succeeding in our company," very little thought apparently has been given to implementing this assertion. For instance, one-fourth of the respondents did not believe "in bothering with expensive selection and placement procedures." Twenty-eight per cent of the personnel managers and 52% of the supervisors agreed that, "Our physical examinations screen out most of the disabled before I ever see them." About six of every ten respondents agreed that, "In our company we put a lot of emphasis on good physical condition." Only 28% of the personnel managers and 38% of the supervisors agreed with, "When considering applicants for a

job, I do not allow a physical handicap to influence my decision one way or the other." Ninety per cent of the personnel managers and 92% of the supervisors agreed that, "Ability to move from one job to another is considered an important factor in our company." This response must be considered along with the fact that most respondents also felt that physically handicapped persons were not easy to move around within a company. It would seem reasonable to assume that attitudes such as these operate against the selection, advancement, or differential treatment of handicapped workers, contradicting the overwhelming agreement with the first statement.

Several items included in this section advanced other possible reasons for not hiring the physically handicapped. None of the personnel managers and only 2% of the supervisors felt that their customers would object to the company's use of handicapped persons. Only 1% of the respondents agreed that their accident rates were already too high. Only 7% agreed that their union contracts prevented their hiring more physically handicapped persons. Only 2% agreed that expensive fringe benefits prevented their hiring handicapped persons, while only 4% of the personnel managers and 1% of the supervisors felt the same about liberal health and insurance benefits. Less than 10% of the respondents said they could not hire more handicapped workers because they had had to cut back on their work force. Only 6% of the personnel managers, but 21% of the supervisors, agreed that, "I cannot hire handicapped workers because my bosses expect me to use the best workers I can get." Only 9% of the personnel managers, but 22% of the supervisors, said they would like to be more lenient about hiring the handicapped, but that the medical department would not let them. It is interesting to note that 31% of the personnel men agreed that foremen objected to having the physically handicapped in their work units. Generally speaking, supervisors in this sample had slightly more favorable attitudes toward physically handicapped workers than personnel managers did.

Another group of items refers to the utilization of disabled workers within the company after they are hired. Only 3% of the personnel managers and 8% of the supervisors agreed that, "In our company, we promote on the basis of achievement and persons with a physical handicap just can't stay in the running." Eighty-four per cent of the personnel managers and 71% of the supervisors said that their companies had had good results with the handicapped persons

whom they had hired. However, of the personnel managers, 62% said that union contracts, and 50% said that union seniority rules, made it difficult for them to give a lighter job to someone who had developed a health problem, while only 32% and 28% respectively of the supervisors agreed to these statements.

Of the 33 statements in this section, supervisors differed significantly from personnel managers in their responses to 11 items, A-3, C-22, A-30, A-17, B-67, A-68, C-41, A-12, B-61, A-54, and C-15. More supervisors were undecided on the items referring to a cut-back in the work force (A-17) and the expense of health and insurance benefits (B-67). It is reasonable that more supervisors would be undecided as to what their companies could afford.

Two of the items on which supervisors differed significantly from personnel managers referred to the medical departments. More supervisors agreed or were undecided on, "I would like to be more lenient about hiring the physically handicapped, but the medical department won't let me." Fifty-two per cent of the supervisors, as opposed to 28% of the personnel managers, agreed that, "Our physical examinations screen out most of the disabled before I ever see them." These responses probably reflect the fact that foremen are one step further removed in the decision-making hierarchy.

Fewer supervisors (40%) than personnel men (55%) saw seniority rules as creating difficulties in transferring persons with health problems. More supervisors (14%) than personnel men (4%) disagree with the statement, "Our company has had good results with the physically handicapped persons it has hired."

## V. Attitudes toward employment of physically handicapped persons

### A. How private industry can utilize handicapped workers

N's	SA	A	U	D	SD
per cent					

Physically handicapped individuals just cannot compete in private, profit-making industry. (B-33)	145 85	0 0	1 4	2 5	76 66	21 26
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It's good business to keep your handicapped workers where the public cannot see them. (B-65)	142 84	0 1	2 0	3 5	73 69	22 25
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Youth and vigor are closely related to dependability and high production. (B-3, C-20, D-17)	440 206	1 2	4 12	4 5	63 55	28 26
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Political pressures make most firms treat the physically handicapped well. (B-32)	143 76	0 0	1 12	11 21	69 54	19 13
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	N's	SA	A	U per cent	D	SD
A company should have a system of transferring older workers to less (physically) demanding jobs when they can no longer handle their usual tasks. (C-21, D-22)	292 114	18 26	70 61	8 4	4 8	0 1
Physically handicapped workers should not be put into jobs in which they are seen by the public. (A-47)	149 96	0 0	3 3	9 14	74 70	13 14
Having to work with physically handicapped individuals would make other employees uncomfortable. (B-73)	145 84	0 0	1 2	10 14	84 79	4 5
A company's responsibility to the physically handicapped individuals should be limited to its own workers who become disabled. (A-75)	146 95	1 1	4 7	10 18	77 64	8 9
Physically handicapped persons are all right for routine jobs, but they should not be put into a job that has pressures. (B-51)	144 80	0 0	9 11	13 15	66 65	12 9
The morale of the other workers would suffer if a company hired a lot of physically handicapped persons. (C-60, D-40)	291 111	0 1	5 7	20 26	64 56	11 10
Physically handicapped persons cannot be used in jobs where personal appearance is important. (B-5)	140 82	1 1	14 15	17 9	61 63	8 12
It's good business to keep your handicapped workers where the public can see them. (A-33)	144 91	0 1	11 23	33 27	51 41	5 8
A company should make provision for all employees who become totally disabled before retirement age. (A-27)	150 96	18 26	39 50	19 11	19 10	5* 2
High morale in a company depends upon everyone being in tip-top mental and physical condition. (C-6, D-7)	293 115	7 10	26 35	9 6	48 42	10 7
Most healthy persons don't know how to make the necessary allowances for handicapped workers. (B-74)	143 84	3 1	28 37	18 14	49 45	2 2
Only a few jobs within any one company can be handled by physically handicapped workers. (C-75)	141 109	0 2	39 40	23 16	36 37	2 5
Top management personnel must be in tip-top mental and physical condition. (C-19, D-21)	295 116	24 29	59 43	5 10	11 16	1 2
There should be a different set of regulations on absenteeism, tardiness, vacations, sick leaves, etc., for handicapped workers than for non-handicapped workers. (C-35)	141 108	1 0	3 10	4 9	73 59	20* 21

The items in this section are general items referring to what private industry can or should do about handicapped persons. Some of the items also refer to circumstances which might limit what industries can do. They differ from the preceding group of items in that they do not refer to the respondent's company but rather to companies in general.

Two items in this section might reflect an exploitation of handicapped workers. These are, "It's good business to keep your handicapped workers where the public cannot see them," and the converse, "It's good business to keep your handicapped workers where the public can see them." More than nine of every ten respondents disagreed with the first statement while about half disagreed with the second statement.

Some items refer to industry's responsibility to persons whose age or physical condition may cause a decline in their capacities. About 88% of all respondents agreed that a company should have a system of transferring older workers to less demanding jobs. However, only 57% of the personnel managers, but 76% of the supervisors, agreed that a company should make provisions for *all* employees who become totally disabled before retirement age.

A few items in this section deal with how respondents felt the presence of handicapped workers affected non-handicapped workers. Less than 2% of all respondents felt that having to work with handicapped individuals would make other employees uncomfortable. Less than 8% felt that morale would suffer if many physically handicapped persons were hired. However, about a third of the respondents agreed that, "Most healthy persons don't know how to make the necessary allowances for handicapped workers."

In general, responses to items in this section tended to be favorable to the employment of handicapped workers. They are not only seen as individuals who *can* compete in private industry but who *must* compete according to the rules. More than four-fifths of all respondents felt that different regulations on absenteeism, sick leave, etc., should *not* be used for physically handicapped workers. This attitude should be considered by those who are attempting to place disabled workers in industry.

The opinions of supervisors were very similar to those of personnel managers on this group of items. There were significant differences on only two of the 18 items. There was more supervisor agreement that a company should make provision for *all* employees

# ATTITUDINAL BARRIERS TO EMPLOYMENT

who become totally disabled before retirement age, (A-27), and more supervisors were receptive to the idea of different sets of regulations for handicapped workers (C-35).

## B. Costs related to the hiring of handicapped workers

	N's	SA	A	U	D	SD
				per cent		
Employing physically handicapped individuals causes workmen's compensation insurance rates to go up. (B-7)	145 76	1 0	3 5	11 37	53 46	32* 12
With taxes what they are, private business can't afford the additional expense of hiring handicapped workers. (C-62)	140 106	0 1	0 3	16 17	72 68	11 11
Special facilities are always necessary if physically handicapped persons are employed by a company. (B-29)	146 80	0 0	3 9	9 9	82 76	6 6
The cost of workmen's compensation goes up if physically handicapped persons are employed by a firm. (C-44)	138 92	2 0	2 8	17 48	59 34	19* 11
The cost of company-financed benefits would go up if physically handicapped persons were employed by a firm. (A-45)	148 92	0 1	11 7	16 50	66 37	7* 5
Most companies can hire handicapped persons without increasing the cost of their workmen's compensation. (A-32)	150 86	7 2	61 29	24 64	7 3	1* 1
An employer has to figure that the cost of workmen's compensation will run about 7% of the total payroll. (C-64)	130 91	1 0	6 9	45 71	28 15	21* 4
When a previous injury contributes to a later injury or disease, the employer can shift part of the cost to a state-administered second-injury fund. (B-46)	128 68	2 3	30 15	30 68	33 12	5* 3

Most of these items referring to costs related to the hiring of handicapped workers are factual rather than "attitude" items. However, it was felt that any substantial amount of misinformation on the part of the respondents might be meaningful. It is noteworthy that only 4% to 8% thought the cost of workmen's compensation would go up if physically handicapped persons were employed by a firm. Slightly more agreed that the cost of workmen's compensation runs about 7% of the payroll. (This item was a ten-fold exaggeration since the cost is usually about .7%. However, 45% of the personnel men and 71% of the supervisors were undecided on this item.) Another factual item was, "When a previous injury contributes to a later injury or disease, the employer can shift part of

the cost to a state-administered second-injury fund." The facts are that, as of December 1959, all but five states had some form of state-administered second-injury funds, although the coverage varied widely. Since the personnel manager sample came from forty-seven states, one would expect the response to reflect something close to this situation. Actually, 32% agreed to the item, 30% were undecided, and 38% disagreed. It would seem that a goodly number of personnel managers are not fully informed about workmen's compensation laws. The supervisors also seemed to be uninformed, 68% of them being undecided on this item.

Supervisors differed significantly from personnel managers on six of the eight statements in this section, with all of the differences being that many more supervisors were undecided on these cost items.

**C. Items concerning hiring policies and practices**

	N's	SA	A	U	D	SD
		per cent				
A new employee should always be made to do the toughest jobs. (D-12, C-10)	294 117	0 1	1 0	1 2	52 48	47 49
When there are several applicants for a job, it is wisest to hire the youngest one. (A-64, C-3, D-4)	446 211	0 1	1 3	3 4	49 50	47 42
In selecting a worker for a job, the safest procedure is to consider his disabilities rather than his abilities. (B-62)	146 88	1 1	2 7	4 5	67 57	25 31
Running a business or department nowadays is difficult enough without hiring handicapped workers. (B-26)	143 83	0 0	3 7	6 12	70 66	22 14
The handicapped worker's strongest bargaining point in seeking a new job is that he will work for less money than would a non-handicapped worker. (A-41)	147 95	0 0	3 9	12 21	68 59	17 11
Hiring someone who is already disabled is "borrowing trouble." (C-40, D-37)	288 110	0 2	5 3	14 7	65 62	16 26
A company should not hire anyone who cannot pass a rigid physical examination. (B-44)	146 86	1 2	11 5	12 8	61 64	14 21
Physically handicapped persons are usually placed in positions where there is little or no chance for advancement. (A-59)	148 94	1 0	20 23	14 20	59 51	6 5
Hiring some handicapped workers brings good publicity to a firm. (B-38)	136 78	3 5	56 58	29 24	12 12	1 1



# ATTITUDINAL BARRIERS TO EMPLOYMENT

	N's	SA	A	U	D	SD
			per cent			
A good personnel department is one with flexible practices and attitudes toward hiring and placement of workers. (C-18, D-20)	294 115	18 20	49 46	4 8	21 16	8 10
New employees should be capable of doing several jobs. (A-35, D-5, C-16)	435 208	3 5	34 41	9 2	50 45	4 7
It is hard to find jobs that physically disabled workers are trained to do. (B-60)	144 82	1 1	50 31	17 21	30 44	1* 4
A company should not hire anyone who cannot pass a physical examination. (C-24)	144 115	16 5	33 23	13 14	35 47	3* 10
A really desirable employee is one who is capable of doing many jobs. (C-13, D-15)	291 117	10 30	52 45	8 3	26 21	3 1
Employees should be legally required to hire the handicapped if they are qualified for the job. (C-53)	143 110	1 5	6 25	11 15	38 32	43* 23
There should be a law requiring employers to hire the physically handicapped if they are qualified for the job. (A-22)	149 95	1 4	6 27	5 21	39 32	48* 16

Most of the items in this section refer to general policies or practices which relate to the hiring of the handicapped. They are phrased without specific reference to the respondent's own company.

Two items relate to physical exams as a prerequisite for hiring. When the item was phrased, "A company should not hire anyone who cannot pass a rigid physical examination," only 12% of the personnel men agreed and 12% were undecided. The corresponding percentages for supervisors were 7% and 8%. However, when the word "rigid" was omitted, 49% of the personnel men agreed that companies should not hire anyone who cannot pass a physical examination, and 13% were undecided. The corresponding percentages for the supervisors increased to 28% and 14% respectively.

While only 1% of all respondents agreed that new employees should be made to do the toughest jobs, and less than 4% felt that it was wisest to hire the youngest applicants, about 40% thought that new employees should be capable of doing several jobs. More than 60% agreed that a really desirable employee was one who was capable of doing many jobs. About one-fifth agreed that physically handicapped persons were usually placed in positions where there was little or no chance for advancement. More than half of the personnel managers and a third of the supervisors felt that it was hard to find jobs that physically disabled workers were trained to do. It

would seem that attitudes such as these might contribute to an atmosphere inimical to the hiring of handicapped workers.

A large majority of the personnel managers (87%), compared with less than half (48%) of the supervisors, were against laws requiring employers to hire qualified handicapped workers. This response on the part of personnel managers may reflect a dislike of government regulation more than a dislike of hiring the handicapped.

Supervisors differed significantly from personnel managers on items B-60, C-24, C-53, and A-22. Fewer supervisors thought it was difficult to find jobs that physically disabled persons were trained to do, and more supervisors were willing to hire persons who could not pass physical examinations. A large number of supervisors were agreeable to laws requiring employers to hire qualified handicapped persons (C-53 and A-22). These items proposing a legislative solution to the problem uncovered one of the most significant differences of opinion between the two levels of management.

D. Other items concerning hiring of the handicapped	N's	SA	A	U	D	SD
			per cent			
It's up to the government to provide jobs for handicapped workers. (A-37)	150 97	0 2	1 3	1 7	51 53	46 35
Only large companies can afford to hire physically handicapped workers. (A-8)	152 97	0 4	0 2	1 1	61 54	38 39
With taxes what they are, the government should provide jobs for physically handicapped workers. (B-23)	143 86	2 1	2 8	7 13	45 50	43* 28
Private industry should not be expected to hire physically handicapped workers. (B-14)	146 84	1 1	1 2	5 2	60 52	34 42
Only small companies can afford to hire physically handicapped workers. (B-36)	146 86	0 0	1 0	3 2	68 69	28 29
Taking care of physically handicapped persons is a job for the welfare agencies, not for business firms. (C-55)	140 110	1 0	6 4	5 9	67 54	21 34
Only large companies have enough different jobs to be able to use persons with physical handicaps. (B-57)	145 85	0 0	5 9	5 8	82 73	8 9
Most firms could use physically handicapped workers if they took the time to find the right job for them. (B-47)	146 83	12 20	74 70	8 6	5 2	1 1

# ATTITUDINAL BARRIERS TO EMPLOYMENT

	N's	SA	A	U per cent	D	SD
Private industry has a responsibility to hire some physically handicapped workers. (C-57)	143 110	13 12	62 65	12 12	10 8	4 3
Large firms should do more to help the handicapped. (C-46)	141 110	8 18	55 62	26 12	11 7	1 1
Every company has a duty to re-hire its own workers who have accidents and become disabled. (B-70)	142 88	13 26	49 44	16 16	20 14	3* 0
It is best for physically handicapped persons to work in small companies where everyone knows everybody else. (C-66)	141 111	2 3	52 59	30 22	15 16	1 0
Having special companies that hire only handicapped workers is a good idea. (C-65)	143 110	8 3	31 33	30 17	29 36	1 11
It's a firm's civic duty to hire at least a few handicapped workers. (B-59)	144 84	6 2	33 43	22 24	34 26	6 5
Businesses that have a lot of clerical jobs available are best able to use workers with physical handicaps. (C-58)	139 106	1 6	36 41	29 32	32 21	1 1
Nowadays, private industry is doing its part in hiring the physically handicapped. (C-59)	142 106	1 3	33 32	38 45	27 20	1 0
Small firms should employ the handicapped because they have the time to spend in helping them. (A-25)	145 92	1 1	6 12	17 18	61 53	15 15
Certain industries are more favorably suited than others to the employment of handicapped persons. (A-5)	151 97	25 25	66 65	4 5	4 5	1 0

These items refer to who should hire the handicapped. Many of the items were answered in a way favorable to the disabled. Scarcely anyone subscribed to turning the problem over to the government or to welfare agencies. A large majority (more than 75%) felt that private industry had a responsibility to hire some handicapped workers and almost 90% felt that most firms could use physically handicapped workers if they took the time to find the right job for them. There was quite a difference of opinion as to whether private industry was doing its part in hiring the physically handicapped. Roughly a third agreed that it was doing its part, a little less than a third disagreed, and a little more than a third were undecided.

While 75% of the personnel managers agreed that private industry had a responsibility to hire some handicapped workers, only 62% agreed that, "Every company has a duty to re-hire its own

workers who have accidents and become disabled." Supervisors differed significantly from personnel persons on this latter item but not on the former. Seventy per cent of the supervisors agreed with the latter item.

Having special companies that hire only handicapped workers was considered a good idea by about 38% of the respondents, and not a good idea by about the same number. The notion that companies with a lot of clerical jobs available are best able to use handicapped workers did not evoke a consensus of opinion either.

Supervisors differed significantly from personnel men on items B-23 and B-70 only.

In general, while almost everyone agreed that certain industries were more favorably suited than others to the employment of handicapped persons, there seemed to be no general agreement as to the characteristics of these industries.

E. Projection items	N's	SA	A	U	D	SD
				per cent		
I would like to hire some physically handicapped persons but I know that our customers would object. (A-53)	125 64	0 0	0 2	3 13	75 69	22 17
I cannot hire handicapped workers because my bosses expect me to use the best workers I can get. (A-30)	132 65	1 3	5 18	7 6	69 57	19* 15
Having to work with physically handicapped individuals would make other employees uncomfortable. (B-73)	145 84	0 0	1 2	10 14	84 79	4 5
I would like to be more lenient about hiring the physically handicapped, but the medical department won't let me. (C-41)	100 66	0 2	9 20	14 24	62 46	15* 9
The morale of the other workers would suffer if a company hired a lot of physically handicapped persons. (C-60, D-40)	291 111	0 1	5 7	20 26	64 56	11 10
Most healthy persons are uncomfortable if they have to be around physically handicapped individuals. (B-55)	144 81	1 0	9 5	19 10	65 78	6 7
Union officials do not want physically handicapped workers in their bargaining unit. (C-72)	107 88	1 0	6 12	37 48	47 35	9 5
I would like to be more lenient about hiring the physically handicapped but the foremen object to having them in their work units. (C-43)	116 65	1 2	30 19	15 20	45 51	9 9
The physical appearance of handicapped persons bothers a lot of people. (A-55)	150 97	0 1	31 32	34 23	35 41	1 3

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	N's	SA	A	U	D	SD
			per cent			
The first-line supervisor usually is against hiring the handicapped. (C-52)	139 106	1 0	45 21	17 24	34 48	3* 7
Personnel managers often discriminate against the handicapped in their hiring. (B-66)	146 84	2 4	48 42	16 30	28 21	5 4

These items were included in the questionnaires to give respondents the opportunity to attribute prejudice towards the handicapped to other persons. Some of these items have also been included in other appropriate sections of this report.

Neither personnel managers nor supervisors projected responsibility to customers (although the nature of the sample, which is predominantly from manufacturing companies, may have influenced this finding). Most respondents did not see their bosses, the medical department, other employees, or union officials as being against the use of physically handicapped workers. However, a substantial number was undecided about union officials.

Personnel managers cited themselves as discriminatory more often than any other group. One might infer that, as a group, personnel managers seem to be willing to take responsibility for their own policies and practices. Of other persons mentioned, first-line supervisors were most frequently cited by personnel men as being against hiring the physically handicapped.

Supervisors differed significantly from personnel men on three of the 11 items in this section, A-30, C-41, and C-52. These items refer to the bosses, the medical department, and the first-line supervisors as barriers to the hiring of the handicapped. Proportionately more supervisors than personnel managers saw their bosses and the medical department as reasons for discrimination against the handicapped. On the other item, only 21% of the supervisors, compared with 46% of personnel men, agreed that first-line supervisors were against hiring the handicapped. Whether these results reflect differences in psychological projection of responsibility or the actual situation is a matter for conjecture.

F. Items that relate to unemployment	N's	SA	A	U	D	SD
			per cent			
Most physically handicapped persons get some sort of government pensions and don't really need a job. (B-68)	146 81	0 0	0 0	6 9	62 57	32 35

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	N's	SA	A	U	D	SD
			per cent			
All physical handicaps are job handicaps. (B-64)	145 87	1 2	2 1	3 3	68 67	26 26
Unemployment is high among the handicapped. (A-11)	147 95	6 2	40 41	40 41	12 16	2 0
Very few physically handicapped persons can get a job on their own. (C-51)	141 105	1 3	23 27	24 30	45 30	7 10
Most unemployed individuals could find jobs if they really wanted to work. (C-33, D-25)	292 114	3 14	51 60	16 14	27 11	2 0

Responses to factual items concerning unemployment indicate that both personnel managers and supervisors are fairly well-informed on the situation. No one agreed that most physically handicapped persons have some sort of government pension and did not really need a job. More than 40% of each group agreed that unemployment was high among the handicapped, while 40% were undecided. There were no significant differences in response between personnel men and supervisors.

## VI. General attitudes

	N's	SA	A	U	D	SD
			per cent			
Handicapped children should be taught to do clerical work only. (A-28)	151 96	0 1	1 0	3 7	62 58	34 33
Everyone should stay with his own kind of people. (B-22, C-4, D-6)	427 200	1 0	4 5	7 6	48 63	39* 26
Most physical handicaps are caused by industrial accidents. (C-71)	144 109	0 1	1 1	15 27	53 51	31 20
Here in the United States we pamper our handicapped persons too much. (A-9)	152 96	0 3	3 4	10 16	61 53	26 24
Some people with physical disabilities are good friends of mine. (A-13)	135 86	20 20	71 67	3 3	6 9	0 0
People should try to find jobs where they'll be with others like themselves. (C-14, D-16)	290 116	1 2	26 35	13 10	56 46	5 7
Parents are often ashamed of their physically handicapped children. (B-56)	143 85	0 0	25 19	28 22	41 51	6 8
I understand handicapped people. (B-37)	137 78	1 1	31 39	58 47	10 12	1 1
In this day and age, people don't have enough respect for older persons. (B-50, C-8, D-10)	428 203	6 10	30 33	14 7	46 44	4 5
People are happier when they are with others like themselves. (A-34)	149 95	1 4	34 52	29 16	33 27	3 1

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	N's	SA	A	U per cent	D	SD
A great many people exaggerate their misfortunes in order to gain the sympathy and help of others. (D-14, C-12)	295 117	7 14	49 40	9 7	32 38	3 2
The greatest blessing in life is good health. (B-30)	144 90	44 58	37 26	10 6	9 11	1 0

The preceding sections of this bulletin have shown every item of the four survey forms used, and, with the exception of some items in the section V. E, each item has been presented only once. The content groupings used are only one possible way of organizing the data, and not necessarily the best way. Space limitations preclude repeating the same items in the different classifications used in this report.

### Items Reflecting Unfavorable Attitudes

For those who are concerned with the placement of physically handicapped workers in jobs, it is important to know what unfavorable attitudes exist among persons who represent employers. While many of the following items do not directly reflect negative attitudes toward handicapped persons, they do reflect opinions which seem dissonant with favorable practices. Some items relate to situations which are opposite those needed for the effective utilization of the physically handicapped in industry.

Items listed in this section are those in which more than half of either group of respondents made unfavorable rather than favorable responses. All such items were sorted by content, and the following categories suggested themselves.

#### I. Emphasis on health and appearance

	Personnel Per cent	Supervisors Per cent
Top management personnel must be in top mental and physical condition. (D-21, C-19)	86 agree	
	81 agree	72 agree
In our company we put a lot of emphasis on good physical appearance. (C-2, D-3)	63 agree	59 agree
	54 agree	

#### II. Lack of sympathy for unfortunates

Many people exaggerate their misfortunes in order to gain the sympathy and help of others. (C-12, D-14)	60 agree 52 agree	54 agree
Most unemployed individuals could find jobs if they really wanted to work. (D-25, C-33)	55 agree 54 agree	74 agree

**III. Emphasis on flexibility**

	Personnel Per cent	Supervisors Per cent
Ability to move from one job to another is considered an important factor in our company. (D-2, C-1)	92 agree 88 agree	92 agree
Physically handicapped persons are not easy to move around within a company. (A-73)	70 agree	60 agree
A really desirable employee is one who is capable of doing many jobs. (C-13, D-15)	66 agree 59 agree	75 agree
New employees should be capable of doing several jobs. (A-35)	41 agree	52 agree

**IV. Miscellaneous**

If a supervisor is too "buddy buddy" with the workers, the situation tends to get out of control. (B-35)	85 agree	77 agree
All workers in a firm are equally important. (A-2)	60 disagree	39 disagree
My duty is running a business (department), not providing jobs for handicapped persons. (A-51)	42 agree	58 agree

The preceding items seem to need no further explanation. The response to statements referring to health and appearance, and especially those emphasizing the importance of flexibility within a company, indicated strong attitudinal barriers to the hiring of the physically handicapped.

**V. Differential treatment**

	Personnel Per cent	Supervisors Per cent
There should be a different set of regulations on absenteeism, tardiness, vacations, sick leaves, etc., for handicapped workers than for non-handicapped workers. (C-35)	93 disagree	80 disagree
A supervisor ought not to expect a handicapped person to do as much work as a non-handicapped person. (A-43)	89 disagree	80 disagree
Different employees should have different work standards. (D-13)	69 disagree	
On the same job, different employees should have different work standards, above a certain minimum. (C-11)	62 disagree	57 disagree

The responses made to these statements clearly show that physically handicapped persons are expected to compete on equal terms with non-handicapped workers. The importance of this attitude can-



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not be emphasized too much. Agencies which work in the placement of physically handicapped workers should be aware of the prevalence of this opinion.

<b>VI. Barriers to the hiring of the handicapped</b>	<b>Personnel Per cent</b>	<b>Supervisors Per cent</b>
Union contracts make it difficult for us to give a lighter job to someone who has developed a health problem. (B-31)	62 agree	32 agree
When considering applicants for a job, I do not allow a physical handicap to influence my decision one way or the other. (B-48)	57 disagree	45 disagree
Seniority rules make it difficult to give a lighter job to someone who has developed a health problem. (C-15)	55 agree	40 agree
Union seniority rules make it difficult for us to give a lighter job to someone who has developed a health problem. (A-54)	54 agree	27 agree
It is hard to find jobs that physically disabled workers are trained to do. (B-60)	51 agree	32 agree
Personnel managers often discriminate against the handicapped in their hiring. (B-66)	50 agree	46 agree
A company should not hire anyone who cannot pass a physical examination. (C-24)	49 agree	28 agree
The first-line supervisor usually is against hiring the handicapped. (C-52)	46 agree	21 agree
Our physical examinations screen out most of the disabled before I ever see them. (A-12)	28 agree	52 agree

The above items, if rearranged, tell their own story. Physical handicaps do influence the decision as to whether a person is hired or not. The reasons advanced are: It is hard to find jobs that partially disabled workers are trained to do; the first-line supervisors are against hiring them; and union contracts or seniority rules make it difficult to transfer persons to less demanding jobs when they develop health problems.

<b>VII. Solutions to the problem</b>	<b>Personnel Per cent</b>	<b>Supervisors Per cent</b>
Certain industries are more favorably suited than others to the employment of handicapped persons. (A-5)	91 agree	90 agree
There should be a law requiring employers to hire the physically handicapped if they are qualified for the job. (A-22)	87 disagree	48 disagree

	Personnel Per cent	Supervisors Per cent
Employers should be legally required to hire the handicapped if they are qualified for the job. (C-53)	82 disagree	55 disagree
Small firms should employ the handicapped because they have the time to spend in helping them. (A-25)	76 disagree	68 disagree

While many items which suggested possible methods of dealing with the problem of the handicapped worker were among the "Undecided" items, it is to be noted that some methods (legal action, small firms) were overwhelmingly rejected. Ninety-one per cent of the personnel managers agreed that, "Certain industries are more favorably suited than others to the employment of handicapped persons." Specifying the characteristics of these "certain industries," however, is a problem that must be left to more skillful investigation. The unanimity of opinion against laws to require employers to hire *qualified* handicapped persons makes it obvious that any attempt to extend Fair Employment Practices laws to cover the physically handicapped will face strong opposition.

### A Study of "Undecided" Responses

As responses to the various items are studied, the differing percentages of those surveyed who respond in the "Undecided" column to different items invite closer scrutiny. In order to see if the items evoking fairly large proportions of "Undecided" responses cluster in any sort of content similarity, all items with more than a 20% "Undecided" response were examined. Content-wise, these "Undecided" items seemed to fall into four categories which are shown below, along with the percentage of personnel managers and supervisors who were "Undecided" on the item.

I. Statements concerning the physically handicapped	Personnel Per cent	Supervisors Per cent
Physically disabled persons become more inventive and creative in order to make up for their handicap. (A-29)	46	32
Handicapped workers tend to work harder in order to make up for their handicap. (A-39)	34	22

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	Personnel Per cent	Supervisors Per cent
Physically handicapped persons are more loyal to their company than are non-handicapped workers. (B-21)	32	33
Physically handicapped persons have a lot of emotional problems. (B-16)	28	29
Physically handicapped workers follow instructions better than do non-handicapped workers. (B-4)	26	32
Absenteeism rates are usually lower for physically handicapped persons than for non-handicapped workers. (D-38, C-39)	26 24	38
Most handicapped workers are resourceful when left on their own. (D-34, C-49)	25 21	21
Very few physically handicapped persons can get a job on their own. (C-51)	24	30
The physically handicapped worker shows a lot of interest in his job. (A-49)	24	14
Physically handicapped persons turn out less work than do non-handicapped persons. (C-63)	21	12

Questioning a popular stereotype, almost half of the personnel managers were undecided about the ability of handicapped persons to compensate for their handicap either through inventiveness or through hard work. The notion many persons have that a handicapped worker is exceptionally loyal to the company that hires him was also questioned by many personnel managers.

In addition to the above items concerning the physically handicapped, many supervisors also responded "Undecided" to statements pertaining to industrial accidents, pay and promotion, safety regulations, turnover rates, and personal problems. It is probable that foremen and supervisors have less information on these predominantly factual items.

II. Policy items	Personnel Per cent Undecided	Supervisors Per cent Undecided
I would rather hire a physically handicapped person who has had rehabilitation training than a non-handicapped person who has had no such training. (D-35, C-73)	53 42	43
Handicapped persons work better in large groups. (B-17)	50	44
Nowadays, private industry is doing its part in hiring the physically handicapped. (C-59)	38	45

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	Personnel Per cent Undecided	Supervisors Per cent Undecided
It's good business to keep your handicapped workers where the public can see them. (A-33)	33	27
Having special companies that hire only handicapped workers is a good idea. (C-65)	30	17
It is best for physically handicapped persons to work in small companies where everybody knows everybody else. (C-66)	30	22
Businesses that have a lot of clerical jobs available are best able to use workers with physical handicaps. (C-58)	29	32
Hiring some handicapped workers brings good publicity to a firm. (B-38)	29	24
Large firms should do more to help the handicapped. (C-46)	26	12
Departments within our company that have handicapped persons in them have good production records. (A-16)	25	23
It's a firm's civic duty to hire at least a few handicapped workers. (B-59)	22	24
Only a few jobs within any one company can be handled by physically handicapped workers. (C-75)	22	16

Many of the items which elicited over 20% "Undecided" response refer to the policies of private industry in dealing with the handicapped. The inference can be made that many persons connected with management recognize a problem but no single solution is seen.

Besides being undecided on most of the same items as personnel men, many supervisors were also undecided on two items referring to cut-backs in the work force and union contracts within their own companies.

## III. Factual items

	Personnel Per cent Undecided	Supervisors Per cent Undecided
An employer has to figure that the cost of workmen's compensation will run about 7% of the total payroll. (C-64)	45	71
Unemployment is high among the handicapped. (A-11)	40	41
When a previous injury contributes to a later injury or disease, the employer can shift part of the cost to a state-administered, second-injury fund. (B-46)	30	68

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	Personnel Per cent Undecided	Supervisors Per cent Undecided
Most companies can hire handicapped persons without increasing the cost of their workmen's compensation. (A-32)	24	64

Item C-64 is a ten-fold exaggeration of the cost of workmen's compensation which runs less than 1% of the total payroll, or about .7%. (It was felt that any higher figure would have been too obvious.) However, almost one-half of the personnel managers and three-fourths of the supervisors were undecided about the correctness of the item. From the four items above, it would seem that personnel departments could profit from more information concerning workmen's compensation as it applies to the physically handicapped.

Supervisors not only had high proportions undecided on the above four statements, but many were also undecided on two other items similar to A-32, and on four items concerned with the cost of fringe benefits.

IV. Perceptions of attitudes toward the handicapped	Personnel Per cent Undecided	Supervisors Per cent Undecided
Union officials do not want physically handicapped workers in their bargaining unit. (C-72)	37	48
The physical appearance of handicapped persons bothers a lot of people. (A-55)	34	23
Most workers would not like to work for a physically handicapped supervisor. (A-67)	30	31
People are happier when they are with others like themselves. (A-34)	29	16
Parents are often ashamed of their physically handicapped children. (B-56)	28	22

The above items suggest that many persons are not willing to make definite statements as to what other persons may be thinking or feeling. Supervisors also express indecision on personnel managers, medical departments, the morale of other workers, and even on first-line supervisors.

V. Miscellaneous	Personnel Per cent Undecided	Supervisors Per cent Undecided
I understand handicapped people. (B-37)	58	47

More than 20% of the supervisors surveyed also responded "Undecided" on two items referring to government regulations and political pressures.

In summary, the areas in which indecision is most apparent are: certain popular notions about handicapped workers, how private industry can and should deal with physically handicapped workers, facts about workmen's compensation, and perceptions as to how other people view the handicapped.

### Relation of Attitude Items to Selected Factors

One approach to the understanding of attitudes is through the comparison of groups and the analysis of group differences. For example, do younger persons respond to the attitude items differently than do older persons? Do those with different educational backgrounds respond differently? Does the type of company for which a person works influence his responses? Answers to questions such as these may provide clues to an explanation of the attitudes reflected in this study.

An analysis was undertaken of item response differences among groups of personnel men classified by sex, age, education, years in personnel work, years with the company, type of company, size of company, and size of city in which the company was located, each factor taken separately. The chi square test was used in determining the statistical significance of differences among groups.

In single-item tests of significance such as those undertaken in this analysis, statistically significant differences would be expected *by chance* on a certain number of items, depending on the level of significance used. At the .05 level of significance used in this study, statistically significant differences occurring by chance would be expected on five per cent of the items, that is, on 11 of the 225 items tested for each factor. Therefore, to show that a factor is statistically related to attitudes, significant differences must be obtained on more than 11 items (for this study). By this criterion, sex, number of years in personnel work, and size of city in which the company was located, were not found to be related to attitudes. Significant differences were found on 11 items for groups classified by sex or by size of city in which the company was located. Groups based on number of years in personnel work showed significant differences on only seven items. Groups classified by type of company in which the per-

son was employed showed significant differences on 12 items, raising doubts about the relationship of this factor to the attitudes under study. Due to the small numbers in most categories, it was necessary to contrast manufacturing companies with non-manufacturing companies. This possibly obscured real differences. Education (with significant differences found on 17 items), number of years in the company (15 items), size of company (15 items) and age (14 items) were found to be related to attitudes. However, the small number of items on which significant group differences were found leads to the conclusion that these variables are not of major importance in determining employer attitudes reflected in the questionnaires.

Few trends could be observed on the items on which significant group differences were found. Persons who had been with the company longer generally showed more uniformity of response on company policy items and more often gave responses that were less favorable to hiring the handicapped, although for several items the difference was only that fewer of them gave a "Strongly Agree" or "Strongly Disagree" response. Persons in larger firms were less likely to make strong agreements or disagreements, but this finding was true only for 15 of the 225 items used.

While the results reported above are essentially negative (in terms of finding evidence that attitudes are related to the eight factors studied) the implications for the counselor and other vocational rehabilitation workers seem clear. The eight factors studied are among those most commonly thought to be related to employer attitudes toward handicapped workers, yet not one was found to be of major importance in determining attitudes. It would be unwise, therefore, to have any preconceived notions that management personnel of a certain age, sex, or educational background, in large or small firms, in certain types of firms located in large or small cities, would be more favorably or less favorably disposed toward the physically handicapped. Individual differences in employer attitudes toward the handicapped should be a basic premise in the contacts which rehabilitation workers make, and the relationships they develop, with management personnel.

The findings reported above also have implications for the research worker. It is possible that while the eight factors studied taken singly are not important in determining attitudes, combinations of factors may be important. It is also possible that other factors may be more important than those studied.

## APPENDIX

### Stability of Item Responses

While the aim of this bulletin has been to report descriptively how samples of personnel managers have responded to certain specified items, additional meaning and generalization may be given the findings if stability of response can be demonstrated. First of all, inferences can be made more safely from items that evoke the same response from the same persons over two occasions in time. Implications may also be more meaningful if the item evokes essentially the same pattern of response from two or more samples.

Test-retest reliability over a one-week interval was obtained on Form D by administering it to 50 persons enrolled in the Supervision I course of the General Extension Division, University of Minnesota. (This is a non-credit course given in the evening and most, but not all, of those enrolled are employed in some sort of supervisory capacity.) The questionnaire was given at the end of one class period and at the beginning of the next class period so that lectures and discussion would not affect responses. However, comments of some of the students indicated that reading of the textbook during the week had caused them to change some responses. It is also probable that this group, because of their age, training, level of supervision, and length of time on jobs, would not have well-crystallized opinions on many of the items presented in the survey.

The stability of the responses to Form D are indicated by showing what percentage of the group answered in the same category both times (0 change), what percentage of the group changed their response to an adjacent category (1 change), what percentage changed by two categories (2 change), etc. Since in some cases, almost all responses fell into only two categories, use of the usual Pearson product-moment correlation was not feasible. Because most of the inferences made in preceding sections have been based on two adjacent response categories taken together (either Strongly Agree and Agree or Strongly Disagree and Disagree), most changes of only one category step do not affect the findings appreciably.

Another method of studying the stability of response is to use an item in two or more forms of the survey and then to see if the samples differ significantly in their response to the item. The fact that two samples do differ does not necessarily mean that the item



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is unstable or ambiguous. One does not usually expect a parameter for a population to be established with one sample. However, for those items on which two or more samples of approximately 150 persons gave approximately the same responses, one can expect that these responses more nearly approximate the true parameters.

Following, then, is the stability information available. The items are listed in order of their stability as indicated by the number of changes. The asterisked items showed a significant difference between samples in the survey.

	Changes				
	0	1	2	3	4
	Per cents				
Physically handicapped workers don't follow instructions as well as non-handicapped workers. (D-39) .....	76	24	.....	.....	.....
A new employee should always be made to do the toughest job. (D-12) .....	76	20	.....	.....	4
In our company, we promote on the basis of achievement and persons with a physical handicap just can't stay in the running. (D-33) .....	74	24	.....	2	.....
(The 0 change included 20% of the total group who said the item was not applicable.)					
Union seniority rules make it difficult for us to give a lighter job to someone who has developed a health problem. (D-18) .....	74	16	10	.....	.....
(Of those who did not change, 32% of the total group checked it as not applicable both times.)					
It's borrowing trouble to hire someone who is already disabled. (D-37) .....	72	24	2	2	.....
Most workers will loaf on the job unless they are carefully watched. (D-25) .....	70	20	8	2	.....
Physically handicapped workers are more likely to abuse sick leave than non-handicapped workers. (D-36) .....	68	28	2	2	.....
I would rather hire a physically handicapped person who has had rehabilitation than a non-handicapped person who has had no such training. (D-35) .....	68	26	6	.....	.....
You have to be awfully careful what you say around a physically handicapped person.*** (D-26) .....	68	26	4	2	.....
Physically handicapped persons usually make loyal and co-operative workers. (D-31) .....	66	30	2	2	.....
In our company, we don't believe in bothering with expensive selection and placement procedures.*** (D-19) .....	66	28	4	.....	2
In our company, stability and knowledge are valued more highly than muscular strength and agility.*** (D-9) .....	66	26	8	.....	.....

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	Changes				
	0	1	2	3	4
	Per cents				
A supervisor should not be expected to burden himself with a worker's problems.*** (D-11) .....	66	26	4	2	2
Turnover rates are higher for handicapped than for non-handicapped workers. (D-28) .....	64	30	6	.....	.....
Physically handicapped persons turn out less work than do non-handicapped persons.*** (D-27) .....	64	30	.....	6	.....
A company should make plans for transferring older workers to less demanding jobs when they can no longer handle their usual tasks. (D-22) .....	64	26	8	2	.....
Physically handicapped workers are more concerned with themselves than with the company for which they work. (D-32) .....	62	34	4	.....	.....
Most handicapped workers are resourceful when left on their own. (D-34) .....	62	30	6	2	.....
When there are several applicants for a job, it is wiser to always hire the youngest one.*** (D-4) .....	60	36	4	.....	.....
Everyone should stick with his own kind of people. (D-6) .....	60	34	2	4	.....
The morale of the other workers would suffer if a company hired a lot of physically handicapped persons.*** (D-40) .....	60	32	8	.....	.....
Youth and vigor are closely related to dependability and high production. (D-17) .....	60	32	8	2	.....
Ability to move from one job to another is considered an important factor in our company. (D-2) .....	60	28	8	4	.....
A great many people exaggerate their misfortunes in order to gain the sympathy and help of others. (D-14) .....	60	26	12	2	.....
It sometimes does a worker good to be criticized in front of other workers. (D-23) .....	58	32	8	2	.....
Most workers will loaf on the job unless they are watched carefully. (D-24) .....	58	30	10	.....	2
Absenteeism rates are usually lower for physically handicapped persons than for non-handicapped workers. (D-38) .....	58	20	20	2	.....
Physically handicapped persons don't have enough sense of responsibility. (D-29) .....	56	40	2	2	.....
In our company, we put a lot of emphasis on good physical appearance.*** (D-3) .....	56	32	10	2	.....
In this day and age, people don't have enough respect for older persons. (D-10) .....	54	34	10	2	.....
New employees should be capable of doing several different jobs. (D-5) .....	54	32	14	.....	.....

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	Changes				
	0	1	2	3	4
	Per cents				
A really desirable employee is one who is capable of doing many jobs. (D-15) .....	54	30	12	4	.....
A good personnel department is one with flexible practices and attitudes toward hiring and placement of workers. (D-20) .....	54	30	10	4	2
People should try to find jobs where they'll be with others like themselves. (D-16) .....	54	28	14	2	2
Physically handicapped workers are all right for routine jobs, but they are not managerial material. (D-30) .....	50	46	4	.....	.....
Top management personnel must be in top mental and physical condition. (D-21) .....	50	32	14	4	.....
It's quite impossible to consider individual differences when you're handling a large group of workers. (D-1) .....	50	22	14	12	2
Different employees should have different work standards. (D-13) .....	48	20	26	6	.....
High morale in a company depends upon everyone being in tip-top mental and physical condition. (D-7) .....	42	48	4	4	2
Every worker should be appraised as an individual who may be quite unlike the average man his age. (D-8) .....	40	36	18	4	2

### Covering Letter

The Industrial Relations Center of the University of Minnesota is currently engaged in a program of research concerned with the attitudes of persons in positions of responsibility toward non-supervisory employees. Since most surveys prior to this time have been concerned with employee attitudes, we feel that you will welcome the opportunity to participate in a survey of management's attitudes towards employees.

You have been chosen as one of a random sample of personnel people throughout the United States. Your replies are in strict confidence and will be used for research purposes only. The numbers on the questionnaires are only to facilitate follow-up letters.

The success of this project depends entirely on your willingness to complete the enclosed form and to do so frankly. May we please have your cooperation in returning the enclosed form as soon as possible?

Sincerely yours,

(Signed) (Mrs.) Vera M. Schletzer  
Research Fellow

As members of the Executive Staff of the Industrial Relations Center, we hope that you will recognize the importance of responding to this survey, and urge your cooperation.

Yours very truly,

(Signed) Herbert G. Heneman, Jr.  
Acting Director

(Signed) George W. England  
Acting Assistant Director

(Signed) Lloyd H. Lofquist  
Associate Professor of  
Psychology

(Signed) Donald G. Paterson  
Professor of Psychology

(Signed) Roger M. Bellows  
Visiting Professor of  
Business Administration and Industrial Relations

## **ATTITUDINAL BARRIERS TO EMPLOYMENT**

### **Post Card Follow-up**

**April 7, 1960**

**PLEASE—DON'T BE A HOLDOUT!!**

On March 29, we mailed you a form designed to measure your attitudes toward workers in general and physically handicapped workers in particular. Our response has been excellent, but we still need to know how *you* feel. Your response will be held in complete confidence and will be used for research purposes only, so will you please help us by completing and returning the form? Thank you very much.

**Vera M. Schletzer  
Industrial Relations Center  
University of Minnesota**

### **Follow-up Covering Letter**

About a month ago you received from us a questionnaire concerned with the attitudes that persons in positions of responsibility might have toward non-supervisory employees. You were chosen as one of a random sample of personnel people throughout the continental United States.

We realize there are many reasons why you may not have been able to fill out this form and return it to us. Since the original questionnaire may have been destroyed by now, we are enclosing another copy in the hopes that you will find time in the near future to complete it.

Our returns have been very encouraging, but we need replies from all of you in order that our data may realistically represent the opinions of the persons concerned.

Won't you please cooperate by filling out the questionnaire at your earliest possible convenience and returning it to us?

**Sincerely yours,**

**(Signed) (Mrs.) Vera M. Schletzer  
Research Fellow  
Industrial Relations**

## Instruction Page for Survey Forms

The Industrial Relations Center of the University of Minnesota is engaged in a program of research designed to study the feelings and attitudes that persons in positions of responsibility may have towards the workers whom they handle. On the following pages, you will find a number of statements designed to reflect these feelings and attitudes.

If you feel the statement is definitely true, check the box under SA.  
(SA stands for Strongly Agree.)

If you feel that the statement is more true than false, check the box under A.

(A stands for Agree.)

If you cannot make up your mind about the statement, check the box under U.

(U stands for Undecided, Neutral, Can't say, etc.)

If you feel that the statement is more false than true, check the box under D.

(D stands for Disagree.)

If you feel that the statement is definitely false, check the box under SD.

(SD stands for Strongly Disagree.)

If the statement does not apply to your situation (for instance, a reference to unions when your company is non-union), check the box under NA.

(NA stands for Not Applicable.)

*Be sure to check one answer for each statement.*

*There are no right or wrong answers. Different persons will feel differently about these statements. The important thing is to tell how you feel.*

The results of this poll will be used by the Industrial Relations Center for research purposes. Your answers will be kept strictly confidential.

# ATTITUDINAL BARRIERS TO EMPLOYMENT

## Survey Form A

SA means Strongly Agree

A means Agree

U means Undecided

SD means Strongly Disagree

D means Disagree

NA means Not Applicable

	SA	A	U	D	SD	NA
1. A supervisor should never admit his ignorance of a topic in front of his workers .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. All workers in a firm are equally important .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. In our company, stability and knowledge are valued more highly than muscular strength and agility .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Physically handicapped persons don't work well in a situation involving teamwork .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Certain industries are more favorably suited than others to the employment of handicapped persons....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Most handicapped workers expect you to give them the easiest jobs to do .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Physically handicapped workers don't need as much money to live on as the average worker .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Only large companies can afford to hire physically handicapped workers .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Here in the United States we pamper our handicapped persons too much .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Most physically handicapped persons are just naturally stubborn .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Unemployment is high among the handicapped .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Our physical examinations screen out most of the disabled before I ever see them .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Some people with physical disabilities are good friends of mine .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Physically handicapped workers follow safety regulations very closely .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. The handicapped worker is less likely to quit his job than the average worker .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. Departments within our company that have handicapped persons in them have good production records .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. We just cannot afford to hire handicapped workers because we have had to cut back our work force .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. When you are handling a large group of workers, it's almost impossible to make allowance for differences between them .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. The physical appearance of handicapped persons bothers me .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

# MINNESOTA STUDIES IN VOCATIONAL REHABILITATION

## Form A

	SA	A	U	D	SD	NA
20. The physically handicapped worker is usually dissatisfied with his job .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. Our union contract prevents us from hiring more physically handicapped persons .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. There should be a law requiring employers to hire the physically handicapped if they are qualified for the job .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. Our company is interested in each individual worker .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. I am more likely to hire a handicapped person who has been referred by a counseling agency than one who applied for a job on his own .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. Small firms should employ the handicapped because they have the time to spend in helping them .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. Promotions are given to physically handicapped workers more often than to non-handicapped workers .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. A company should make provisions for all employees who become totally disabled before retirement age .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. Handicapped children should be taught to do clerical work only .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29. Physically disabled persons become more inventive and creative in order to make up for their handicap .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30. I cannot hire handicapped workers because my bosses expect me to use the best workers I can get .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31. It isn't necessary to give full explanations when you tell your workers to do something .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32. Most companies can hire handicapped persons without increasing the cost of their workmen's compensation .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33. It's good business to keep your handicapped workers where the public can see them .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34. People are happier when they are with others like themselves .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35. New employees should be capable of doing several jobs .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36. There are really no jobs in our company that could be handled by a physically handicapped person .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37. It's up to the government to provide jobs for handicapped workers .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
38. An employee has the right to know about everything that affects his job .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



# **ATTITUDINAL BARRIERS TO EMPLOYMENT**

Form A

	SA	A	U	D	SD	NA
39. Handicapped workers tend to work harder in order to make up for their handicap .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
40. Most physically handicapped persons expect to be taken care of by others .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
41. The handicapped worker's strongest bargaining point in seeking a new job is that he will work for less money than would a non-handicapped worker .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
42. Physically handicapped workers take advantage of other people by not doing their fair share of work .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
43. A supervisor ought not to expect a handicapped person to do as much work as a non-handicapped person .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
44. Physically handicapped persons are difficult to understand .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
45. The cost of company-financed benefits would go up if physically handicapped persons were employed by a firm .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
46. Physically handicapped workers have more accidents than non-handicapped workers do .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
47. Physically handicapped workers should not be put into jobs in which they are seen by the public .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
48. Handicapped workers take pride in the company for which they work .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
49. The physically handicapped worker shows a lot of interest in his job .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
50. Anyone, handicapped or not, who is willing to work hard has a good chance of succeeding in our company .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
51. My duty is running a business (department), not providing jobs for handicapped persons .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
52. Handicapped persons are likely to get angry if you mention their physical handicap .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
53. I would like to hire some physically handicapped persons but I know that our customers would object .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
54. Union seniority rules make it difficult for us to give a lighter job to someone who has developed a health problem .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
55. The physical appearance of handicapped persons bothers a lot of people .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
56. I feel sorry for persons with physical handicaps but in business they just can't compete with healthy people .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
57. Most people with a physical handicap have only themselves to blame .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

# MINNESOTA STUDIES IN VOCATIONAL REHABILITATION

Form A

	SA	A	U	D	SD	NA
58. Handicapped workers usually do what you tell them but when they leave the plant they are always complaining .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
59. Physically handicapped persons are usually placed in positions where there is little or no chance for advancement .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
60. A supervisor should not be expected to burden himself with a worker's problems .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
61. Workers are just naturally lazy on the job .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
62. Most workers don't appreciate what a supervisor does for them .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
63. Handicapped workers show less initiative than do non-handicapped workers' .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
64. When there are several applicants for a job, it is wisest to hire the youngest one .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
65. Most "old-timers" among the employees are hard to please .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
66. Physically handicapped workers do not like advancement to be based on merit .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
67. Most workers would not like to work for a physically handicapped supervisor .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
68. Our company has had good results with the physically handicapped persons that it has hired .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
69. A worker should always be fully aware of what is expected of him .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
70. Ridicule and sarcasm should never be used by a supervisor in dealing with his workers .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
71. Most employees will obey orders quickly and without argument .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
72. The supervisor's first job is to show who is boss .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
73. Physically handicapped persons are not easy to move around within a company .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
74. Supervisors should not expect to be popular with their workers .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
75. A company's responsibility to the physically handicapped should be limited to its own workers who become disabled .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Thanks for your help in our research program.

Please fill out the next page.

# ATTITUDINAL BARRIERS TO EMPLOYMENT

## Survey Form B

SA means Strongly Agree

A means Agree

U means Undecided

SD means Strongly Disagree

D means Disagree

NA means Not Applicable

	SA	A	U	D	SD	NA
1. Employers who are liked best probably have a better understanding of their employees .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Employees usually will not think for themselves .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Youth and vigor are closely related to dependability and high production .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Physically handicapped workers follow instructions better than do non-handicapped workers .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Physically handicapped persons cannot be used in jobs where personal appearance is important .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. The average non-handicapped worker gets more satisfaction out of his job than does the physically handicapped worker .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Employing physically handicapped individuals causes workmen's compensation insurance rates to go up .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Physically handicapped persons have so many personal problems that they are less efficient on the job .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Physically handicapped workers have a poor attitude toward their company .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Handicapped persons expect everyone to pamper them .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. In general, physically handicapped workers will stay on a job longer than will non-handicapped workers .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Most physically handicapped workers are accident-prone individuals .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Handicapped persons usually do not have very good credit ratings .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Private industry should not be expected to hire physically handicapped workers .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Employees today do not really take pride in their work .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. Physically handicapped persons have a lot of emotional problems .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. Handicapped persons work better in large groups .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. Our operations are such that we just cannot use physically handicapped workers in any job .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. When several persons have the same physical handicap, their abilities and interests will be the same .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

# MINNESOTA STUDIES IN VOCATIONAL REHABILITATION

## Form B

	SA	A	U	D	SD	NA
20. If placed in the "right" position, a physically handicapped person works just as well as a non-handicapped person .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. Physically handicapped persons are more loyal to their company than are non-handicapped workers .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. Everyone should stay with his own kind of people .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. With taxes what they are, the government should provide jobs for physically handicapped workers .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. Most workers follow instructions pretty well .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. Handicapped workers have more accidents on the job than non-handicapped workers .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. Running a business or department nowadays is difficult enough without hiring handicapped workers .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. Most workers these days lack imagination .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. Workers expect too much help from their supervisors .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29. Special facilities are always necessary if physically handicapped persons are employed by a company .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30. The greatest blessing in life is good health .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31. Union contracts make it difficult for us to give a lighter job to someone who has developed a health problem .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32. Political pressures make most firms treat the physically handicapped well .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33. Physically handicapped individuals just cannot compete in private, profit-making industry .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34. Most workers would not respect a physically handicapped supervisor .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35. If a supervisor is too "buddy-buddy" with the workers, the situation tends to get out of control .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36. Only small companies can afford to hire physically handicapped workers .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37. I understand handicapped people .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
38. Hiring some handicapped workers brings good publicity to a firm .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
39. Most employees do not really earn their pay checks .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
40. Most people are honest chiefly through fear of being caught .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
41. Most workers seem to enjoy making things harder for their bosses .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
42. Handicapped workers like easy work .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

# **ATTITUDINAL BARRIERS TO EMPLOYMENT**

**Form B**

	SA	A	U	D	SD	NA
43. Someone always has to be present to tell a handicapped employee what to do next .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
44. A company should not hire anyone who cannot pass a rigid physical examination .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
45. Our accident rates are already so high that we cannot afford to hire handicapped workers .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
46. When a previous injury contributes to a later injury or disease, the employer can shift part of the cost to a state-administered, second-injury fund .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
47. Most firms could use physically handicapped workers if they took the time to find the right job for them .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
48. When considering applicants for a job, I do not allow a physical handicap to influence my decision one way or the other .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
49. Physically handicapped workers will not think for themselves .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
50. In this day and age, people don't have enough respect for older persons .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
51. Physically handicapped persons are all right for routine jobs, but they should not be put into a job that has "pressures" .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
52. Most physically handicapped workers are conscientious about doing a good job .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
53. Most workers are resourceful when left on their own .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
54. When a worker doesn't understand an assignment, it's usually the supervisor's fault .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
55. Most healthy persons are uncomfortable if they have to be around physically handicapped individuals .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
56. Parents are often ashamed of their physically handicapped children .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
57. Only large companies have enough different jobs to be able to use persons with physical handicaps .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
58. Physically handicapped workers usually have a better chance for promotion than do non-handicapped workers .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
59. It's a firm's civic duty to hire at least a few handicapped workers .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
60. It is hard to find jobs that physically disabled workers are trained to do .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
61. If all businesses had to hire some handicapped workers, then I would be glad to do my share .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

# MINNESOTA STUDIES IN VOCATIONAL REHABILITATION

Form B

	SA	A	U	D	SD	NA
62. In selecting a worker for a job, the safest procedure is to consider his disabilities rather than his abilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
63. Physically handicapped workers don't advance as fast as non-handicapped persons, even when they are just as good	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
64. All physical handicaps are job handicaps	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
65. It's good business to keep your handicapped workers where the public cannot see them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
66. Personnel managers often discriminate against the handicapped in their hiring	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
67. Our liberal health and insurance benefits make it too expensive for us to hire handicapped workers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
68. Most physically handicapped persons get some sort of government pension and don't really need a job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
69. If the company's medical department feels that a handicapped person can do a job, then I would not let his handicap interfere with my judgment of his application	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
70. Every company has a duty to re-hire its own workers who have accidents and become disabled	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
71. Most physically handicapped workers expect the other workers to do things for them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
72. A supervisor has to give a handicapped worker more supervision than a non-handicapped worker	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
73. Having to work with physically handicapped individuals would make other employees uncomfortable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
74. Most healthy persons don't know how to make the necessary allowances for handicapped workers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
75. The non-handicapped worker usually gets more raises than the handicapped worker	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Thanks for your help in our research program.

Please fill out the next page.

# ATTITUDINAL BARRIERS TO EMPLOYMENT

## Survey Form C

SA means Strongly Agree  
A means Agree  
U means Undecided

SD means Strongly Disagree  
D means Disagree  
NA means Not Applicable

	SA	A	U	D	SD	NA
1. Ability to move from one job to another is an important factor in our company .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. In our company we put a lot of emphasis on good physical appearance .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. When there are several applicants for a job, it is wisest to always hire the youngest one .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Everyone should stick with his own kind of people .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. It's almost impossible to consider individual differences when you are handling a large group of workers .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. High morale in a company depends upon everyone being in tip-top mental and physical condition .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Every worker should be judged as an individual who may be quite unlike the average man .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. In this day and age, people don't have enough respect for older persons .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. A supervisor should not be expected to burden himself with a worker's personal problems .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. A new employee should always be made to do the toughest jobs .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. On the same job, different employees should have different work standards above a certain minimum .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Many people exaggerate their misfortunes in order to gain the sympathy and help of others .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. A really desirable employee is one who is capable of doing many jobs .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. People should try to find jobs where they'll be with others like themselves .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Seniority rules make it difficult to give a <i>lighter</i> job to someone who has developed a health problem .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. New employees should be capable of doing several different jobs .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. In our company we don't believe in bothering with expensive testing for selection and placement .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. A good personnel department is one with <i>flexible</i> practices and attitudes toward hiring and placement of workers .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. Top management personnel must be in tip-top mental and physical condition .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

# MINNESOTA STUDIES IN VOCATIONAL REHABILITATION

Form C

	SA	A	U	D	SD	NA
20. Youth and vigor are closely related to dependability and high production .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. A company should have a system of transferring older workers to less physically demanding jobs when they can no longer handle their usual tasks .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. In our company, stability and knowledge are valued more highly than muscular strength and agility .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. All workers in a firm are equally important .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. A company should not hire anyone who can not pass a physical examination .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. Most workers try to make things easier for their supervisors .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. Workers who "act smart" probably have too high an opinion of themselves .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. An employee in a jam usually has only himself to blame .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. Too much nonsense goes on in offices and factories these days .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29. Unions have forced management to pamper workers too much .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30. It sometimes does a worker good to be criticized in front of the other workers .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31. Most workers will loaf on the job unless they are watched carefully .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32. Most persons are not interested in doing a good day's work .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33. Most unemployed individuals could find jobs if they really wanted to work .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34. In our company we promote on the basis of achievement, and persons with a physical handicap just can't stay in the running .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35. There should be a different set of regulations on absenteeism, tardiness, vacations, sick leaves, etc. for handicapped workers than for non-handicapped workers .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36. Physically handicapped workers can be pushed around more than other workers .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37. Physically handicapped persons are all right for routine jobs, but they are not managerial material .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
38. Physically handicapped persons usually make loyal and cooperative employees .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
39. Absenteeism is usually lower for physically handicapped persons than for non-handicapped workers .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



# ATTITUDINAL BARRIERS TO EMPLOYMENT

Form C

	SA	A	U	D	SD	NA
40. Hiring someone who is already disabled is "borrowing trouble" .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
41. I would like to be more lenient about hiring the physically handicapped, but the medical department won't let me .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
42. Physically handicapped workers are more concerned with themselves than with the company for which they work .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
43. I would like to be more lenient about hiring the physically handicapped, but the foremen object to having them in their work units .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
44. The cost of workmen's compensation goes up if physically handicapped persons are employed by a firm .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
45. Our company has so many expensive fringe benefits that we can't afford to hire handicapped workers .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
46. Large firms should do more to help the handicapped .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
47. Physically handicapped persons don't have enough sense of responsibility to the company .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
48. Physically handicapped persons have more personal problems than do other workers .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
49. Most handicapped workers are resourceful when left on their own .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
50. Physically handicapped workers are more likely to abuse sick leave than non-handicapped workers .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
51. Very few physically handicapped persons can get a job on their own .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
52. The first-line supervisor usually is-against hiring the handicapped .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
53. Employers should be legally required to hire the handicapped if they are qualified for the job .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
54. Turnover is higher for handicapped than for non-handicapped workers .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
55. Taking care of physically handicapped persons is a job for the welfare agencies, not for business firms.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
56. Physically handicapped workers don't follow instructions as well as non-handicapped workers .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
57. Private industry has a responsibility to hire some physically handicapped workers .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
58. Businesses that have a lot of clerical jobs available are best able to use workers with physical handicaps .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
59. Nowadays, private industry is doing its part in hiring the physically handicapped .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

# MINNESOTA STUDIES IN VOCATIONAL REHABILITATION

Form C

	SA	A	U	D	SD	NA
60. The morale of the other workers would suffer if a company hired a lot of physically handicapped persons .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
61. The jobs we have that can be handled by physically handicapped persons are saved for our own workers who may become disabled .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
62. With taxes what they are, private business can't afford the additional expense of hiring handicapped workers .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
63. Physically handicapped persons turn out less work than do non-handicapped persons .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
64. An employer has to figure that the cost of workmen's compensation will run about 7% of the total payroll .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
65. Having special companies that hire only handicapped workers is a good idea .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
66. It is best for physically handicapped persons to work in small companies where everyone knows everybody else .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
67. A supervisor has to give a handicapped person more help than a non-handicapped worker .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
68. Our jobs cannot be structured so that handicapped workers can handle them .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
69. The union has forced so many expensive fringe benefits on us that we can't afford to hire handicapped workers .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
70. I wouldn't want to have a physically handicapped secretary .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
71. Most physical handicaps are caused by industrial accidents .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
72. Union officials do not want physically handicapped workers in their bargaining unit .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
73. I would rather hire a physically handicapped person who has had rehabilitation training than a non-handicapped person who has had no such training .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
74. You have to be awfully careful what you say around a physically handicapped person .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
75. Only a few jobs within any one company can be handled by physically handicapped workers .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Thanks for your help in our research program.

Please fill out the next page.

# ATTITUDINAL BARRIERS TO EMPLOYMENT

## Survey Form D

SA means Strongly Agree  
A means Agree  
U means Undecided

SD means Strongly Disagree  
D means Disagree  
NA means Not Applicable

	SA	A	U	D	SD	NA
1. It's quite impossible to consider individual differences when you're handling a large group of workers .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Ability to move from one job to another is considered an important factor in our company .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. In our company, we put a lot of emphasis on good physical appearance .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. When there are several applicants for a job, it is wiser to always hire the youngest one .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. New employees should be capable of doing several different jobs .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Everyone should stick with his own kind of people.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. High morale in a company depends upon everyone being in tip-top mental and physical condition .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Every worker should be appraised as an individual who may be quite unlike the average man of his age .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. In our company, stability and knowledge are valued more highly than muscular strength and agility .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. In this day and age, people don't have enough respect for older persons .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. A supervisor should not be expected to burden himself with a worker's problems .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. A new employee should always be made to do the toughest jobs .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Different employees should have different work standards .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. A great many people exaggerate their misfortunes in order to gain the sympathy and help of others .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. A really desirable employee is one who is capable of doing many jobs .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. People should try to find jobs where they'll be with others like themselves .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. Youth and vigor are closely related to dependability and high production .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. Union seniority rules make it difficult for us to give a lighter job to someone who has developed a health problem .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. In our company, we don't believe in bothering with expensive selection and placement procedures .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

# MINNESOTA STUDIES IN VOCATIONAL REHABILITATION

Form D

	SA	A	U	D	SD	NA
20. A good personnel department is one with flexible practices and attitudes toward hiring and placement of workers .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. Top management personnel must be in top mental and physical condition .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. A company should have plans for transferring older workers to less demanding jobs when they can no longer handle their usual tasks .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. It sometimes does a worker good to be criticized in front of the other workers .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. Most workers will loaf on the job unless they are watched carefully .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. Most unemployed individuals could find jobs if they really wanted to work .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. You have to be awfully careful what you say around a physically handicapped person .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. Physically handicapped persons turn out less work than do non-handicapped persons .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. Turnover rates are higher for handicapped than for non-handicapped workers .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29. Physically handicapped persons don't have enough sense of responsibility .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30. Physically handicapped persons are all right for routine jobs, but they are not managerial material .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31. Physically handicapped persons usually make loyal and cooperative employees .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32. Physically handicapped workers are more concerned with themselves than with the company for which they work .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33. In our company, we promote on the basis of achievement and persons with a physical handicap just can't stay in the running .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34. Most handicapped workers are resourceful when left on their own .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35. I would rather hire a physically handicapped person who has had rehabilitation than a non-handicapped person who has had no such training .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36. Physically handicapped workers are more likely to abuse sick leave than non-handicapped workers .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37. It's borrowing trouble to hire someone who is already disabled .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
38. Absenteeism rates are usually lower for physically handicapped persons than for non-handicapped workers .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

# ATTITUDINAL BARRIERS TO EMPLOYMENT

Form D

	SA	A	U	D	SD	NA
39. Physically handicapped workers don't follow instructions as well as non-handicapped workers .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
40. The morale of the other workers would suffer if a company hired a lot of physically handicapped persons .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Thank you for your help.

Please fill out the next page.

**Personal Data Sheet—Supervisory**

In order to interpret more clearly some of the answers on the preceding pages, the following information is needed:

What is your age?	Year of education	Degrees held	Number of years on present job
_____ years	___8th grade or less	___B.A. or B.S.	___Less than 1
	___high school	___Other	___1 to 5
Sex	___college	(Specify) _____	___6 to 10
___Male	___trade school		___11 to 15
___Female	___business school		___over 15

Number of years in supervisory work	Number of years with the company	Type of company
___Less than 1	___Less than 1	___Manufacturing
___1 to 5	___1 to 5	___Retail Trade
___6 to 10	___6 to 10	___Wholesale Trade
___11 to 15	___11 to 15	___Construction
___over 15	___over 15	___Banking, Finance, Insurance
		___Transportation
		___Other public utilities and communications
		___Other _____

Size of city where company (plant) is located	Size of company (number of employees)	Does your company have
___Under 25,000	___9 or less	___Medical Department
___25,000 to 50,000	___10 to 49	___Staff Physician
___50,000 to 100,000	___50 to 249	___Nurse
___over 100,000	___250 to 999	
	___1,000 or over	

Do you have any physical, mental, or emotional disability that limits the amount or kind of work you can do? \_\_\_\_\_Yes \_\_\_\_\_No

How would you describe this condition? \_\_\_\_\_

What is the title of your job? \_\_\_\_\_

How many persons do you supervise? \_\_\_\_\_

What sort of work do these persons do? \_\_\_\_\_

# ATTITUDINAL BARRIERS TO EMPLOYMENT

## Personal Data Sheet—Personnel

In order to interpret more clearly some of the answers on the preceding pages, the following information is needed:

What is your age?	Years of education	Degrees held	Number of years on present job
_____ years	___ 8th grade or less	___ B.A. or B.S.	___ Less than 1
	___ high school	___ M.A. or M.S.	___ 1 to 5
Sex	___ college	___ Ph.D., Ed.D.	___ 6 to 10
___ Male	___ trade school	___ Other	___ 11 to 15
___ Female	___ business school		___ over 15

Number of years in personnel work	Number of years with the company	Type of company
___ Less than 1	___ Less than 1	___ Manufacturing
___ 1 to 5	___ 1 to 5	___ Retail Trade
___ 6 to 10	___ 6 to 10	___ Wholesale Trade
___ 11 to 15	___ 11 to 15	___ Construction
___ over 15	___ over 15	___ Banking, Finance, Insurance
		___ Transportation
		___ Other public utilities and communications
		___ Other _____

Size of city where company (plant) is located	Size of company (number of employees)	Does your company have
___ Under 25,000	___ 9 or less	___ Medical Department
___ 25,000 to 50,000	___ 10 to 49	___ Staff Physician
___ 50,000 to 100,000	___ 50 to 249	___ Nurse
___ over 100,000	___ 250 to 999	
	___ 1,000 or over	

What is the title of your job? \_\_\_\_\_

Do you have any physical, mental, or emotional disability that limits the amount or kind of work you can do? \_\_\_\_\_ Yes \_\_\_\_\_ No

How would you describe this condition? \_\_\_\_\_

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