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The integration of disabled people in the daily working life in the German primary
labor market

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THESIS ABSTRACT

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The aim of this study was to examine and bring to light any issues currently confronting the disabled community when looking to integrate themselves into the German primary labor market. Through identifying the current issues, the study explores possible solutions and looks at how they could be successfully implemented. The purpose of the study is to use the findings to promote positive change and help the disabled community to integrate into the primary labor market more easily.

The method of the thesis was to firstly analyze the current situation of the German primary labor market, and secondly, to assess how integration of the disabled job seeking community can be addressed within a company. This was achieved by exploring three positive examples of how disabled workers have integrated into an organization.

The results of the study indicate that good integration is a matter of mind and requires a lot of background knowledge. In addition, the integration of disabled workers at any company, if to be successful, has to be handled on an individual basis.

This research offers a strong foundation in the examination of the internal integration of disabled people. The study does not identify how society can achieve a perfect integration; instead it highlights the greatest challenges to achieving this goal and suggests measures that can be implemented by employers in the future to develop their own paths of integration for the disabled community.

Key words: integration, primary labor market, disabled people

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ABBREVIATIONS

AGG	Allgemeines Gleichstellungsgesetz – General Equal Treatment Law
AGSV	Arbeitsgemeinschaft der Schwerbehindertenvertretung – working group of the SBV
AIS	Amtliches Informationssystem - Official information system
BAB	Berufsausbildungshilfe – job training assistance
BAfA	Bundesagentur für Arbeit – Federal Employment Agency
BEM	Betriebliches Eingliederungsmanagement – Company Integration Management
BGG	Behindertengleichstellungsgesetz – Disability Discrimination Act
BIH	Bundsgemeinschaft der Integrationsämter und Hauptfürsorgestellen – Federal Association of the Integration Offices
BMAS	Bundesministerium für Arbeit und Soziales - Federal Ministry of Labor and Social Affairs
BMBF	Bundesministerium für Bildung und Forschung - Federal Ministry for Education and Research
BP	Bayerische Polizei – Bavarian Police

BSF	Bayerisches Staatsministerium der Finanzen – Bavarian State Ministry of Financy
DDR	Deutsche demokratische Republic - German democtratic republic
DI-Ji	Digital informiert – im Job integriert – Digital informed – at job integrated
DMRF	Dystonia Medical Research Foundation
DR	Deutsche Rentenversicherung – German annuity assurance
e.g.	exempli gratia, for example
HR	Human Resource
Lag if	Landesgemeinschaft Integrationsfirmen – Regional System Integration companies
LKA	Landeskriminalamt – State Office of Criminal Investigations
NINDS	National Institute of Neurological Disorders and Stroke
PNP	Passauer Neue Presse
SBV	Schwerbehindertenvertretung – Severely Disabled Staff Represetative
Sch-b-a	Schwerbehindertenausweis – Severely Disabled Identity Card

SGB	Sozialgesetzbuch – Social Code
SVfGS	Senatsverwaltung für Gesundheit und Soziales - Senate department for health and social Affairs
UN	United Nation
VAT	Value added tax
VP	Vertrauensperson – confidential person
WfbM	Werkstatt für behinderte Menschen – sheltered workshop
ZBFS	Zentrum Bayern Familie und Soziales – Center Bavaria family and Social

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1 THE GENERAL SITUATION OF DISABLED PERSONS IN GERMANY

According to the Bundesministerium für Arbeit und Soziales - Federal Ministry of Labor and Social Affairs (BMAS 2010, 47), it should be regarded as a great success in the modern world if an employee is able to find a job which they enjoy and can excel in.

Germany, like most western societies has a largely capitalist system, this makes having a job extremely important for anyone looking to climb the social ladder, support a family or maintain a higher standard of living.

In the already highly competitive job market finding employment opportunities for people with disabilities is extremely difficult. It can be very daunting for a disabled person looking to apply for a position when it becomes available. It is only with support and encouragement from all aspects of society that many disabled people take their first steps into the job market.

The BMAS encourages companies to offer support by opening their door to more disabled workers, finding positions and roles that they can fulfill effectively. Social integration of this community can only really occur if there is support, understanding and action taken on all sides (government, businesses, wider public etc.). BMAS state that employing disabled people can enrich a business greatly having several really noticeable positive effects:

- The business can extend their customer base as there is a percentage of society that buy their products exclusively from socially oriented companies. (Jauch 2012 and Wolf 2010)

- People with disabilities are able to deal better with difficulties which may be successfully transferable into business matters. (Groll 2011)

- According to Groll, disabled people 'often have a higher social competence, are less prejudice and can handle situations better with other people' (Groll 2011), ideal traits for any new team member.
- It is positive for a company, if there consists different ways of strength and weaken. (Wildfeuer 2012)

The companies need a greater variety to change their settings. However, not only the company or the boss is responsible. The whole environment and the employees need to be educated. Through workshops or integration days these prejudices are out of the way and also a greater cohesion is promoted among themselves. As a result, the people would be helped already from the beginning. (Groll 2011)

The following will show how the Bundesagentur für Arbeit - Federal Employment Agency (BAfA) and the Integration Offices support the companies to have an easier and cheaper way of integration of disabled people in the daily business life. It shows also what conditions are imposed in order to find work and to be employed even longer.

1.1 Definition of the primary labor market

The Duden explains (2009), that the primary labor market is the subscription of the 'normal' labor market, where labor and employment relations exist, which are contrary to the second labor market have come without active labor market policies. In the following table is an overview of the labor markets which exist in Germany and how they differentiate from each other.

TABLE 1: Overview of the different labor markets in Germany, 2013*
(source: Dimetria 2012)

	1. Labor market		3. Labor market
	Company XY	Integration company	Organizations like WfbM and programs of the welfare
Employee structure	Little to no disadvantaged employees (average 0, 8%)	Mixture of disadvantaged and not disadvantaged employees	Predominantly disadvantaged employees
Employment relationship	Employees are paid on the basis of regular employment contracts and regular payment	Employees are paid on the basis of regular employment contracts and regular payment	Employees are not paid on the basis of regular employment contracts and /or regular payment, limited employment
Self-financing ratio	Minimum 100%	medium to even substantially	medium to even substantially (predominantly state-subsidized)
Company target	Generated from profits from the sale of competitive products / services	Employment for disadvantaged people and generated from own revenue from the sale of competitive products /services	Employment opportunities

Noticeable in this graph is that the second labor market is missing. Even if someone is looking for answers, it is not possible to get a clear and structured response on the internet. It is discussed in forums that the second labor market 'state funding', and is only training which prepares people for the primary labor market. If this definition is right, the second labor market probably seem more like a 'school', than as a market with supply and demand. Next there is the Prevailing opinion that the second labor market was established to reduce only mass unemployment, such as the 1€ jobs, which is a social-free employment and the participants are getting in addition a subsidy of e.g.1€ per hour to the unemployment benefits. (Section 16d SGB II) (BafA 2012 and Duden 2009)

1.2 Disability in the German Law

The Sozialgesetzbuch IX (these laws apply only to severely disabled people) - Social Code IX (SGB IX) is separated in two parts. The first part explains the rights of the disabled people and the second part elucidates the options of the companies

to integrate disabled people. It helps every person who has to deal with the problem disability. Of course the law is written in official language, but for this problem, the BMAS brought out the book 'Adviser for people with disabilities' and the BIH the book 'ABC disability and job'. Here are the most important rights simply and clearly written, with the background, that people with disabilities have also the possibility to understand the topic. (Behindertenbeauftragter -commissioner for the disabled- 2011)

1.2.1 Definition of disability

Disability is very unique for every person and the word itself is very complex. It has changed steadily over the decades and adapted to the current situation. Currently, the word describes a subset of disabled people who need to be protected and supported. Now the question is: Who is getting help and why? There are different definitions. Here are two common interpretations:

BMAS (2010, 10), Wolf (2010): 'People are disabled who have problems to participate fully in social life. These are probably limitations of the mental, physical or emotional state where they cannot behave according to their age, which differs at least six months from the normal chronological age. This means that we talk about disability when people have impairments of the body, the soul or mind and as a result have more problems to be integrated in daily life (Section 2 SGB IX).'

The most common definition is from the World Health Organization (1976). 'An impairment is any loss or abnormality of psychological, physiological or anatomical structure or function; a disability is any restriction or lack (resulting from an impairment) of ability to perform an activity in the manner or within the range considered normal for a human being; a handicap is a disadvantage for a given individual, resulting from an impairment or a disability, that prevents the fulfillment of a role that is considered normal (depending on age, sex and social and cultural factors) for that individual.'

Degree of disability. The SGB IX, points out that if someone is disabled, it does not make a difference under which circumstances it happened. Since the beginning of their life or illness or an accident, one has to go through different steps of analysis and every destiny will be individually evaluated. This is called the degree of disability which is incremented in 10 and goes from 20 to 100 and from 50 degree it is a severe disability (section 2 (2) SGB IX). If there is less than 50 degrees, but at least 30, it is possible to get the same status, by submitting an application. Responsible for the observation are supply authorities or the authority which is defined in the federal state law who state if there is a disability and identify if they are able to take advantage of drawback clime and an identity card for different special rights, as you can see in Figure 1. (Section 69 SGB IX) (Bundesarbeitsgemeinschaft der Integrationsämter und Hauptfürsorgestellen - Federal Association of the Integration Offices and main dispensaries (BIH) 2011, 226 and Wolf 2010)

Severely disabled identity card.

FIGURE 1: The new identity card for severely disabled persons. 06.12.2012*

(* Source: BMAS 2012)

- G: The disabled person has a severely impaired mobility in the road transport.
- B: A constant companionship of the disabled person during the usage of public transportation is necessary
- aG: The disabled person is exceptionally mobility impaired
- H: The disabled person is helpless
- RF: The disabled person is fulfilling the health conditions for the liberation of the broadcasting fees mandatory and the disadvantage compensation by the telephone fee
- Gl: The disabled person is hearing impaired
- Bl: The disabled person is visually impaired (ZBFS 2011, BIH 2011, 217-220 and Versorgungsämter 2012)

1.2.2 General equal treatment law

The SGB IX works for the rights of severely disabled people. The General Equal Treatment Act expands the rights of disabled people still pending and includes the entire working life from application through to climb up the career ladder. (BMAS 2010, 119) 'The positive working environment is important for the employer, the employee and the customers. Discrimination is misplaced here.' (Müntefering (BMAS) 2007)

In the German Law so called: Allgemeines Gleichbehandlungsgesetz - General Equal Treatment Law (AGG) is in the first paragraph regulated, that disabled people have to be treated in the same way as all the other people. This law (section 2 (1) sentence 1 No. 2 AGG) states it is inadmissible to have discrimination at the

selection criteria and setting conditions, independently of the employment and the position of the job, as well as the career advancement.

Necessary to know is also the Prohibition of discrimination (Section 7 AGG). Employees must not be discriminated against. However, this takes place in the work environment there is a breach of contractual obligations. (BMAS 2010, 119 and Hünermund 2009 and BIH 2011, 32)

In a company, it is necessary for the employer to prevent discrimination not only his own, as well as the one of the employees or third parties. The best way to communicate with all and to have them on the same level of information is, to host a training session for all employees. This is a must for all companies and departments. If there is still discrimination, the employer has the option of certain measures, e.g. a warning, a dislocation or even a termination. If discrimination finally still exists, the employer is obliged to compensate the resulting damage. In addition to a loss that is not a financial loss, therefore a reasonable compensation must be paid in money, like pain and suffering compensation. (Jablonsky & Koll 2011)

Disabled people, who want to inform themselves about the AGG and their possibilities, can use the new anti-discrimination department of the Federal Government. Here it is possible to get information about the necessary rights and give answers to questions of all kinds of discrimination or help to communicate between the affected party and the employers. (Hünermund 2009)

The law also tries not to name it 'discrimination', the German law call it 'disadvantage', because it should be pointed out, that not every different treatment, which is combined with disability, has discrimination character. (BIH 2011, 32)

1.3 Obligations and opportunities for Integration in daily business

1.3.1 Accessibility for people with disabilities

The accessibility in the strict sense is defined as the design of the homogeneous environment that every person, if disabled or not can use it in the same way. (Section 4 Behindertengleichstellungsgesetz -Disability Discrimination Act (BGG)). In the wider sense, it can be seen as the “Design for everyone”, so the disabled persons are no longer on a separate side. All people are equal, no group of people should stand outside and the use should be possible for all races. (Feyer 2012) Disabled people should have the same possibilities to enter all modes of public transportation or public buildings and to communication through sign language. (BMAS 2007)

Especially in working life, accessibility for disabled people is essential. This starts during the application. Most companies in Germany have already the accessibility when someone is applying for a job through the internet. An example for that is the company Siemens. They are committed to ensure that a suitable working life for people with disabilities is possible. Therefore the company has a proprietary integration agreement, which is committed already during the application process. They point out that every disabled person should personally register by e-mail to the appropriate department and that they will be given preferential treatment. At work, employees can also hope for help in relation to their own needs. For example, the work will be adjusted individually, they help to make access to the company by car or public transport easier and also rest rooms are available for the employees. (Nomigkeit 2012) In conclusion from the example Siemens it can be seen that companies can help disabled employees through easy steps to a barrier free environment.

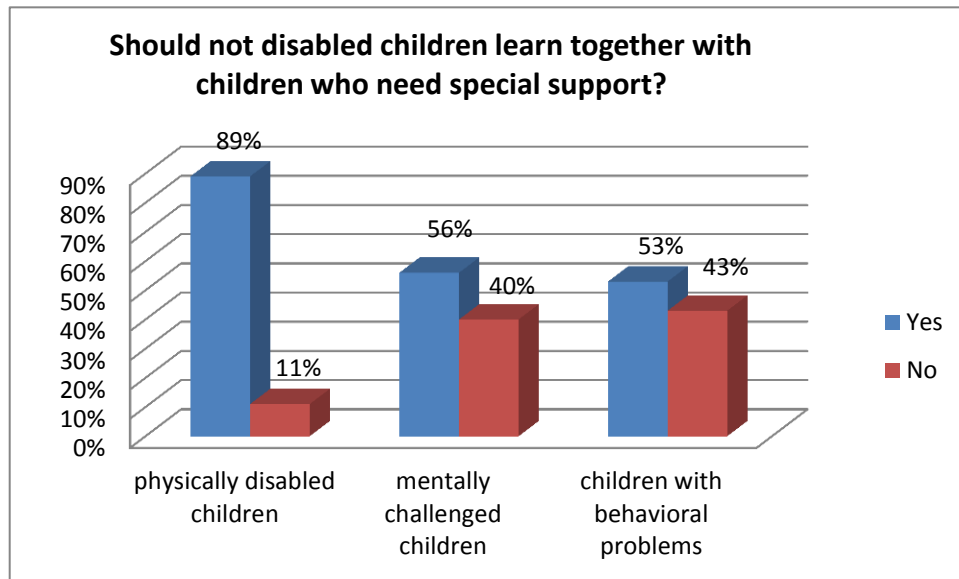
Another example is the platform ‘Di-Ji’ which means ‘Digital informiert – im Job integriert’ – ‘Digital informed – Job integrated’. They are sponsored by the BMAS. They try to help companies to build up a webpage in the Internet and also the In-

tranet without barriers. With that, they try to help disabled people to have an easier accessibility in the working life without isolation. Also the design and the barrier free layout of the working information at information- and service terminals are part of their work. They think that short and clear design and short loading times are essential for everybody. They try to show people that working without barriers leads to a more integrated working life. (Di-Ji, 2012 and BMAS 2007) An example for accessibility and a barrier free homepage is the side 'MyHandicap' (TMI / MyHandicap 2012) here is the possibility to listen to the text when you mark it. Through this, people who are visually impaired or not able to read can understand.

The problems of the Inclusion in Germany are 'the barriers in the mind' of the inhabitants. If someone is noted as disabled, they put them in a special school, working place or flat share instead of trying to integrate them under normal conditions. However, there are organizations, such as the Aktion Mensch - Action Human, which fights for the rights of the disabled and tries to strengthen the school inclusion and hopes that the policy sees in the near future, that disability is not a marginalized group in Germany anymore. (Füller 2012)

FIGURE 2: Should not disabled children learn together with children who need special support? *

(*1505 questionnaires TNS Infratest. based on Bertelsmann Stiftung and Statista 2011)



An example of the barriers in the mind, shows the Figure 3 where the questionnaires have no problems with physical disabilities, but as soon as the children have some hitch in their brain or have behavioral problems, they think of them as children of sorrow. It seems, as if they have fears that their own children could get in danger through the disabled children. This barrier has to change, because studies show, that children who learned together with disabled children have a stronger social attitude.

And this early change of view will help to have a better understanding and more sense of integration in the job. In other words, the early integration of disabled people at school contributes to the working atmosphere in the companies and is elementary for the abolishment of barriers and finally perhaps for the inclusion in the future. (Planetopia 2012)

1.3.2 Disability Quota Compensation

The SGB IX- clearly analyses how many disabled people a company has to employ. If this is not respected a compensation must be provided. Most companies prefer to pay the amount. (Groll 2011)

'All private and public employers with a minimum of 20 working places are committed to have a minimum of five percent of these filled with severely disabled people' (section 71 SGB IX). If there is one working place not filled with disabled people, the company has to pay in following steps:

TABLE 2: Amount of the compensation per month, 12.11.2012*

(*BMAS 2011, Jauch 2012)

Performance ratio	Amount of the compensation per month
3 till under 5 percentage	105 € (increase, starting in March 2013: 115€)
2 till under 3 percentage	180 € (increase 200€)
0 till under 2 percentage	260 € (increase 290 €)

If the company has less than 40 or less than 60 disabled employees, they have special conditions.

The payment was set up to support the hire of more disabled people and basically siphon unjust enrichment of the companies. The money is used for the integration agency or the BAfA to support the other factories who are engaged to employ disabled people e.g. for more holidays or a better working place. (BMAS 2011, Jauch 2012)

The companies have no freedom of choice for the best solution. The companies should be encouraged to think about employing more disabled people. 'If the employer fulfills the employment obligation culpable not at all or not in the whole extent, they have to expect another penalty additionally to the compensation.' (Sections 71, 77, 156, SGB IX).

If they employ disabled people, they can get in a timeframe of 36 months 70 percent of the content as state funding back. This rises to 96 months, if the disabled person is at least 55 years old. (Jauch 2012 and Wolf 2010)

The government gives alternatively the companies another choice acquits the payment and therefore a perfect escape to integrate disabled people. If they give orders to sheltered workshops, they can allow part of it for the compensation (Section 140 SGB IX). (Content Recht & Steuern 2000) Therefore, the compensation has lost the original meaning, the duty of the employer to integrate disabled persons. Again it is possible to exclude the persons and in addition save money.

1.3.3 Employment protection Act

If an employer hires severely disabled people, special protections have to be noted, especially the employment protections act. Each resolution or changing of the working employment has to be approved by the Integration Agency (section 102 SGB IX). Consequently this special law has a target to protect the disabled employee and save the working place.

The employer may only issue a termination if it's the guideline of the Integration Office. A written request must be made. In the next step, the Integration Office requires all the evidence of the employee from the employer, such as documents and reports. If there is a termination without cause, then the decision of the Integration Office must take place within one month after receipt of the request (section 88 SGB IX). In the case of an extraordinary notice, the decision must be made within two weeks after receipt of the request. Should the Integration Office make no decision within this time, the consent shall be deemed given (section 91 (3) SGB IX). (Mersch 2012 and BIH 2011. 173)

Prerequisite of achievement of special protection is an employment of longer than six months. The period of notice is then at least four weeks (section 86 SGB IX). The size of the company has nothing to do with the employment protection. (Mayr Kanzlei 2009)

The severe disability or equality must have been found in the notice of termination already by the competent authority or the appropriate application for recognition of

equality must have already been submitted at least three weeks prior to the termination (section 90 (2a) SGB IX).

Further protections for the disabled person are in particular work time and the holidays. Following must be observed:

- Severely disabled employees are not obliged to work overtime. Overtime is defined as additional work, if the 8 hour limit is exceeded. (Section 124 SGB IX)
- They have at least five days more vacation per year. (Section 125 (1) SGB IX) If there are special conditions in the working contract, it can be more than five days (Section 125 (1) sentence 2 SGB IX)
- During a six-month probationary period, the severely disabled persons can be terminated like everyone else.
- If the person is hired for sample work the special employment protection for severely disabled workers, however, regardless of the duration of the trial period in the first 6 months of employment effects not (Section 90 (1) No. 1 SGB IX). Also, the minimum notice period for the severely disabled of 4 weeks (section 86 SGB IX) does not apply during the probationary period. (Wolf 2010 and BIH 2011)

1.3.4 Job assistance

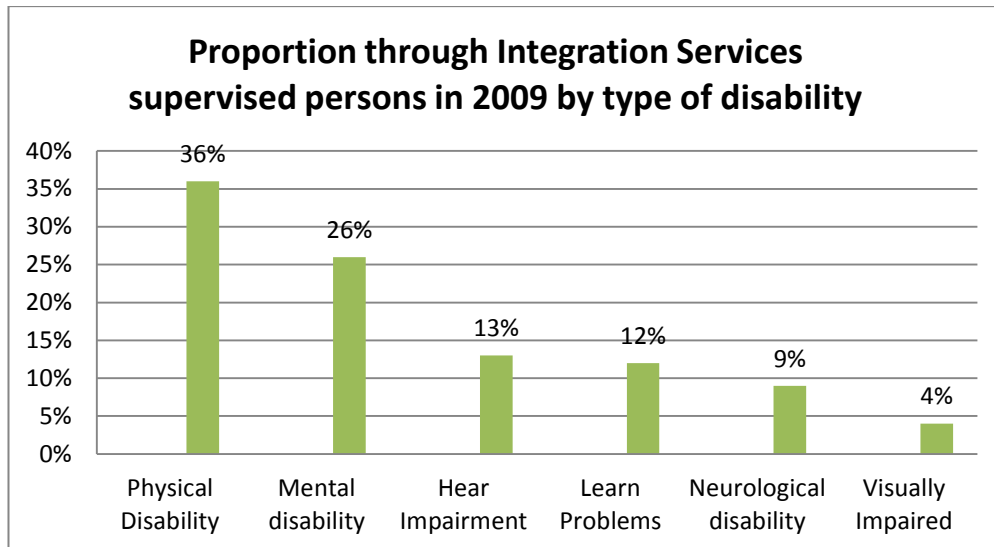
Job assistance is regular support in the form of handouts during working hours. It is used to compensate for disability-related functional limitations. Job assistance is necessary, when the disabled person has only the possibility to be part of the working life and with this help to fulfill the labor conditions completely (section 33 (8) Nr.3) (BMAS 2010, 60 and BIH 2011, 40).

As the name is already says, it is only a help for the disabled person and it is not in order to finish the work of the disabled person, it is only a support. “The issue here is a continuous help for the person, not only for a few minutes. It has to be a specific and personally oriented support of the workplace. The Job Assistance is necessary, if either the workplace design is not disability friendly or the employer is not able to provide the support himself (e.g. colleagues) sufficient to allow the disabled person to perform the work in a competitive shape.” (BIH 2011, 40)

The work assistance is paid in cash, because of this it makes sense to choose the capital of the personal budget of the disabled person (Section 17 (1) No. 4 and (2-3) SGB IX). People with disabilities have a legal claim to a personal budget to be able to buy the appropriate assistance. They get a corresponding amount of money by the integration offices that provide the personal budget. Another way to use the personal budget are technical assistance (such as a Braille translation for the blind), a professional development (e.g. in-service training activities) or training aids (e.g. Incorporation by external experts). (BIH 2011, 40,195 and BMAS 2010, 62) Severely disabled people have within the jurisdiction of the integration agencies for the accompanying help claim for the money from the compensation payment (section 102 (4) SGB IX). Partly the companies are getting 80% of the whole costs which were necessary to change the working place. Examples are the personally assistance for severely physically disabled persons, reader force for severely visually impaired people, and sign language interpreter for hear impaired and hard of hearing persons. (Wolf 2010 and BMAS 2010, 60)

FIGURE 3: Proportion through Integration Services supervised persons in 2009 by type of disability, 25.11.2012*

(* source: BIH and Statista 2012)



1.3.5 Company integration management

This is mainly integration over time. Since the 1 of May 2004 the legal employer is required, to offer a Betriebliches Eingliederungsmanagement -Company Integration Management (BEM), if employees are missing because of illness at least six weeks in the work, to employ the employee continues. This is called the principle of 'rehabilitation before annuity' to counteract the effects of demographic change to effectively counter. At the same time ensures the BEM in individual opportunities to participate in work by early intervention. (Section 84 SGB IX) (BEM 2012)

The target here is to give the employees the possibility to change their work place or appropriate to improve. Thereby should be solved possible difficulties of the employment or correct them early so that the work can be obtained.

This affects not only people with disabilities, but all employees of a company. Through consultation with the workplace representation and the severely disabled representative it should be clarified the ways to get around the workplace. Together with the company doctors, they all together will then consult with the employee to find a solution. There is a permanent restructuring by accompanying work or work assistance, it is also a great help to work with the integration office together. These look around the company and try to find out what is the reason for the ab-

sences. Control the work environment and suggest changes. Here it is all about the fast implementation; there the time factor is especially critical for a disability. (TMI / MyHandicap 2012 and BMAS 2010, 55-56)

For the structure of BEM the 5-phases-system is a good orientation. For that the following is needed:

- A system for the recognition of problems (early warning system)
- Instrument to write down and specification of data
- Department in the company, for reprocessing, decisions and implementation
- The implementation of concrete measures
- A documentation and evaluation

To ensure a perfect and correct implementation of the BME it is advantageous to draw up a list of questions which have to be answered during the Integration process, for example the following:

- Since which time is the employee ill?
- Is there a severely disability or an equality?
- Will the workload be reduced, for example through organize changes or through technical improvements?
- Can the technical equipment of the working place be optimized?

These questions should stand in the integration agreement or in the company agreement, to have a continuous workflow.

Legally there are no consequences, if the company is not refill the BEM, but the rules of the disease-related termination have been tightened. However the employee has to give reasons and evidences because of the termination, especially if there was no BEM and no attempt to change the same job or a different job was done. Also the affected person, who declined the offer of a BEM must be attributed in the case of a termination procedure to the absence of any possible remedies. (BIH 2011, 124-127 and BEM 2012)

The BMAS started 2004 in combination with the new law also an initiative, called 'job- Jobs ohne Barrieren' – 'job – jobs without barriers'. The target is here the conversion of the section 84 SGB IX. They want to help and inform companies to have a stronger prevention and to improve the health and the effectiveness of the employees. First this initiative was only for two years, but the need of information and the implementation at companies caused the BMAS to continue till 2010.

As a research of BEM 2008 from the BMAS reports, are only 48 % of all companies in Germany performing the BEM intern. In big companies (from 250 employees up) there are 55% and in small companies (up to 49 employees) have only 23%. (TMI / MyHandicap 2012 and BMAS 2010) 'One reason for the small number, are the problems with offices and facilities, which were not able to relate on the individual needs of every single company. Also a reason was that the public and the judicial impacted the companies not so strong to keep the employees.' (Groll 2011) The difference between the big and small companies can be explained, that small companies often have no own party for social. All in all the integration of the Integration Offices in the situation would help, but to be a real support, the Offices would need to work real close together with the separate companies. (TMI / Myhandicap 2012)

1.3.6 Annuity for disabled and severely disabled people

The annuity assurance plays an important role for disabled people who are working at a company.

Rehabilitation is going before annuity: This means, that people are getting an annuity, when all options have been considered, in order to integrate the disabled in everyday life operation, just as the medical rehabilitation or similar.

Annuity for reduced earning capacity. In the following it can be seen, that there are two different types of people, who are getting this kind of insurance:

- People with a partially reduced earning capacity are insured people, who are not able to work six hours per day in the near future under the conditions of the primary labor market.
- Fully incapacitated are people, who are not able to work at least three working hours under the conditions of the general working environment. (Section 43 SGB VI) (BIH 2011,130 and BMAS 2010, 66 and DR 2012)

It has to be noted, that the work cannot be carried out, either in the applied or any profession job. The annuity assurance is controlling this on the basis of the doctor papers. Maybe they want to have more materials and diagnose in which way the patient is still efficient.

The annuity for the reduced earning capacity is limited for a maximum of three years. It is possible to repeat these three years. Insurances, which are only caused from the medical side, can also be unlimited, if it is unlikely, that the reduction of incapacitate can be fixed. Annuities of a full incapacitate are, which are also have a claim caused by the labor market are always limited.

The amount of the reduced earning capacity is counted with the same rules as the annuity assurance. The basis for counting is the amount paid during the working life contribution. The lack of balance by the incapacity of work of the missing years of contribution is allocated till the age of 60. The annuity of the partially reduced working capacity is half of the full annuity, because it is assumed, that parts of the subsistence are able to be self-earned.

It is also necessary to know whether the insurance law is met:

- The employee has to be insured a minimum of five years. (the so called 'general waiting period')
- In the last five years before the admission of the incapacity there have to be three years bridged over with obligatory contributions for an insured employment or work. (Section 4 (5) SGB IV) (BIH 2011, 131)

The five years of the waiting period can be reached through different working conditions:

- Contribution time
- Replacement times (for example the political persecution in the DDR)
- Times of a supply balance in divorce
- Times of surcharges for a marginal employment. (400€ Job -or 450€ Job since 01.01.2013-)
- Times from an annuity splitting

The waiting period can be reached earlier, if one of the following situations is happening:

- Industrial accident or occupational disease, a reduced military service or civilian service damage or due to political detention have become reduced capable of earning. Normally in this situation it is enough, if the employee was able to pay one contribution, but if it was an industrial accident or occupational disease it is necessary to be insured during the accident. If not the employee has to be insured for a minimum of one year in the last two years.

- Before six years have been ended and the employee got fully incapacitated after the ending of the apprenticeship and in the last two years minimum of one year obligatory contributions has been paid. (BMAS 2010, 66 and DR 2012)

1.4 Differences between integration and inclusion

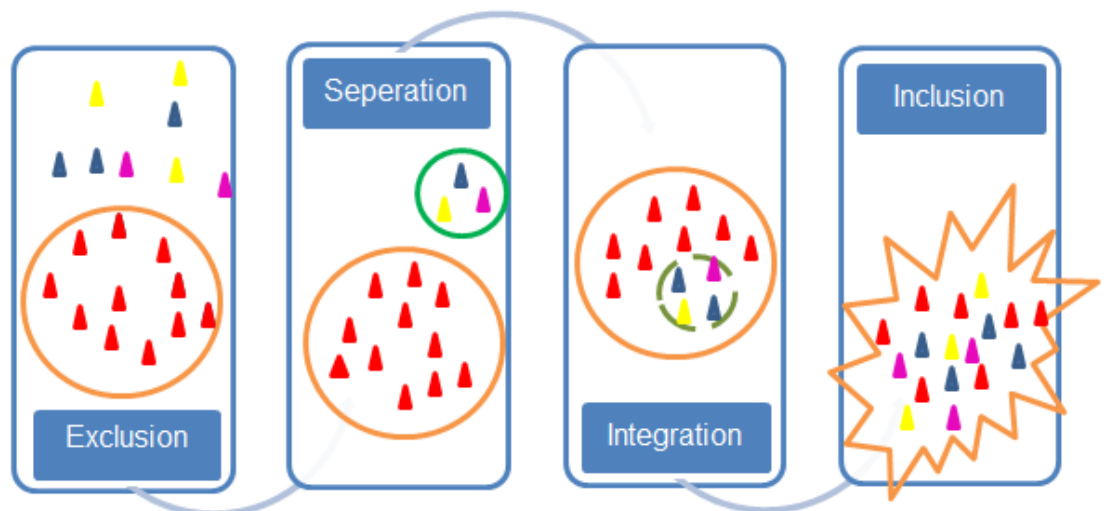


FIGURE 4: From Exclusion till Inclusion, 14.01.2013 *

(* Source: Indlekofer M., Vdk 2007)

This model shows the steps of the total exclusion to the complete equality of all races (this thesis focus only the disabled people and not Immigrants or other races). In the modern economy most people realize that there are people with disabilities who have not the same possibilities. But instead of integration or even inclusion they are far away. They separate them into the third economy, where the disabled are only among themselves. The next step is the separation -which means two economies: The regular economy (primary labor market)-on the picture the red characters that are the majority group- and the other economy (e.g. sheltered workshops) -all other colors that are different to the red characters are an external group- (Indlekofer 2007)

Integration on the other hand is realized, when the people accept the disabled people and let them take part in the normal working life, but still they treat them as people who are different. Similar to this is the definition of Anonymous (2007, 2) 'Integration aims at integrating people with disabilities into the existing society.' As you can see on the Figure, it is like a small company in the big one. The most companies pay rather a compensation payment instead of integration of the disabled people into the daily working life. So it can be said, that full integration is the target of the present. Inclusion can be seen as a continuation of integration and is the future. This has been a part of German politics for a few years.

A definition is: 'Inclusion wants the changes of existing structures and views to the effect that the differences of each person are going to be normality.'(Anonymous 2007, 2) It is the step of the economy where every person would be treated in the same way. There would be no differences, between disabled or not hindered. The regular economy would react flexible to other requirements and would automatically accommodate the environment, that every worker has the terms and conditions to have the optimal workflow. Thereby it would be a battle against the exclusion or separation. (Indlekofer 2007 and Puschke 2012)

To have a general orientation of the inclusion and what it states, the UN-Convention (United Nations) brought out at the 13th of December 2006 a convention about the rights of people with disabilities. There it is determined, that people with disabilities have the same rights and are able to take part in of the public society in an autonomous mode. To consummate this, the UN-Convention states requirements that have to be met in many areas of life.

The 27th article deals with the world of work and specifies that persons with disabilities have an equal participation in working life. This includes the free choice or acceptance of the labor market and work environment. It deals with the discrimination, equality of opportunity, equal rights, accessibility, equal opportunities for advancement, self-reliance, employment in the public and private sectors, ensuring the individual work environment, employment promotion and vocational rehabilitation at the working life. However, this refers to all people with disabilities, not just

disabled people, which is often the case. (BMAS 2010, 563-564 and Puschke 2012)

Here it is important for a manager, to know how to perfect the different strength and weakness of the employees. For this undertaking, the Manager at the Universities in addition to technical and economic subjects also economic-ethic. (Wildfeuer 2012)

1.4.1 Inclusion in Human Resource Management

Inclusion is a change for a company and also the Human Resource Management has to change their practices. Before the inclusion came into account, they thought about perfect work force, productivity and to save money. Nowadays, if a company is willing to establish the inclusion, employees, like the specialist and manager need to have a new social space of knowledge and to this also a different attitude and perspective concerning disabled people. In this case it is especially important for the Human Resource Management to enable the employees systematically, to move safely to the new concepts. In the following list are common procedures:

- Trainings and invitations of external experts. For e.g. the explanation of the topic inclusion, restructuring processes with the active participation of the employees, promotion of civil engagement. With the target to develop the concept, communication and organization skills.
- Close working connection with the Schwerbehindertenvertretung – severely disabled staff representative (SBV), to have an overview of all actions with disabled people. Who is responsible for what, depends on the size and also the engagement of the company.
- Closer view to the applications. Disabled people should be preferred.

As Est tried already 2007 to illustrate: Companies that are known for their inclusive climate do not rely on the goodwill of their managers but work hard so that each organizational system is equitable. Once barriers are identified, they take action to address them. Each system is analyzed to determine the degree to which it provides equitable access and benefits to all employees. (Est 2007 and Horx 2012)

1.4.2 Initiative Inclusion

The BMAS started an inclusion project for disabled people at the primary labor market. Till 2018 they furnish 100 Mio € from the compensations fund and have a strong cooperation with the BAfA. The reasons for the strong commitment are:

- the high amount of elder workless severely disabled persons
- the low amount of young disabled persons, who have an in-firm training

The target of the program is to talk with scholars about their future and to give them information which possibilities they have on the primary labor market. Consequently they show them the reasons for in-firm training and they take if applicable the fear. Furthermore, they try to give the elder population the chance to have a social insurance employment. All in all, this project shows the willingness of the Government to move the inclusion a small step on. The following are a few other projects of the District Office of Health and Social, which are almost the same:

- Job 4000: Employment, training, support
- Berlin Severely Disabled Job Offensive 2010 (Schwob 2010): the consequently continuation of the Job 4000. (SVfGS 2006)

1.5 Economic situation in Germany

To emphasize the actual situation of the disabled people, it is necessary to understand why the German companies should put more attention to this part of the inhabitants. In this thesis, special attention is paid to the micro-census, as it emphasizes in detail their life situation.

In the micro-census of 2009, which is a statistic about the German and European way of living, Pfaff (2012, 232) stats, that 9,6 official acknowledged disabled people were living in Germany in 2009 and the most of them are severely disabled – 7,1 in 2009 and at the end of 2011 there have been 7,3 million people, around 187 000 or 2,6% more than 2009. In 2011 are 8,9% of the whole inhabitants seriously disabled (Marten 2012). The reason for the increasing number is not clear, it can be an augmented number of disability characteristics, but the most probable explanation is the process of the aging population.

TABLE 3: Disabled people in age and degree of disability in 2009, 9.11.2012 *

(*Source: Federal Statistical Office Germany 2009)

Tabelle 1 Behinderte Menschen nach Alter und Grad der Behinderung 2009

	Behinderte insgesamt ¹			Schwerbehinderte ²			Leichter Behinderte ³		
	insgesamt	männlich	weiblich	zusammen	männlich	weiblich	zusammen	männlich	weiblich
1 000									
unter 15 Jahre	141	83	58	123	73	50	17	10	7
15 bis unter 25 Jahre	199	115	84	164	95	69	35	21	15
25 bis unter 45 Jahre	944	525	420	624	336	288	320	188	132
45 bis unter 55 Jahre	1 395	742	653	868	451	417	527	291	235
55 bis unter 60 Jahre	1 087	577	510	680	360	320	406	217	190
60 bis unter 65 Jahre	1 103	615	488	774	434	339	330	181	149
65 bis unter 70 Jahre	1 271	729	542	939	542	397	332	187	145
70 bis unter 75 Jahre	1 151	646	505	914	507	407	236	139	98
75 bis unter 80 Jahre	846	438	408	720	369	352	126	70	56
80 Jahre und älter	1 423	550	873	1 295	491	804	129	60	69
Insgesamt	9 560	5 021	4 539	7 102	3 658	3 444	2 458	1 362	1 095
Behindertenquote in % ⁴									
unter 15 Jahre	1,3	1,5	1,1	1,1	1,3	1,0	0,2	0,2	0,1
15 bis unter 25 Jahre	2,1	2,4	1,8	1,7	2,0	1,5	0,4	0,4	0,3
25 bis unter 45 Jahre	4,3	4,7	3,8	2,8	3,0	2,6	1,4	1,7	1,2
45 bis unter 55 Jahre	11,0	11,7	10,3	6,8	7,1	6,6	4,1	4,6	3,7
55 bis unter 60 Jahre	20,0	21,4	18,5	12,5	13,4	11,6	7,5	8,1	6,9
60 bis unter 65 Jahre	25,2	28,5	22,0	17,7	20,1	15,3	7,5	8,4	6,7
65 bis unter 70 Jahre	24,6	29,5	20,0	18,1	21,9	14,7	6,4	7,6	5,4
70 bis unter 75 Jahre	24,1	29,1	19,7	19,1	22,9	15,9	4,9	6,3	3,8
75 bis unter 80 Jahre	27,3	32,8	23,1	23,3	27,6	19,9	4,1	5,2	3,2
80 Jahre und älter	35,7	43,0	32,3	32,5	38,3	29,8	3,2	4,7	2,6
Insgesamt	11,7	12,5	10,9	8,7	9,1	8,2	3,0	3,4	2,6

Ergebnis des Mikrozensus.

1 Grad der Behinderung bis 100.

2 Grad der Behinderung 50 bis 100.

3 Grad der Behinderung bis 50.

4 Anteil der Behinderten an der jeweiligen Bevölkerungsgruppe aus dem Mikrozensus.

TABLE 4: Disabled people at the 31th December 2011 by aging groups and nationality in Germany, 8.11.2012 *

(*Source: Federal Statistical Office Germany 2011)

Gegenstand der Nachweisung	Insgesamt		Deutsche		Ausländer	
	Anzahl	je 1 000 Einwohner ¹⁾	Anzahl	je 1 000 Einwohner ¹⁾	Anzahl	je 1 000 Einwohner ¹⁾
Insgesamt						
Männlich	3 733 913	93	3 522 062	97	211 851	56
Weiblich	3 555 260	85	3 397 993	89	157 267	43
Insgesamt ...	7 289 173	89	6 920 055	93	369 118	50
nach Altersgruppen						
unter 4	14 194	5	13 772	5	422	3
4 - 15	112 364	14	105 529	14	6 835	12
15 - 25	162 679	18	149 233	19	13 446	13
25 - 35	223 679	23	207 085	25	16 594	11
35 - 45	390 234	35	358 130	37	32 104	21
45 - 55	916 329	68	864 641	69	51 688	47
55 - 65	1 579 000	151	1 463 978	152	115 022	143
65 und mehr	3 890 694	230	3 757 687	233	133 007	177

1.5.1 Aging Germany

In 2009 72% of the disabled people were 55 years and older.

The disabled quota - the content of disabled people of the population of the age range - is rising with the age of the inhabitants and reaches its maximum at 80 years. More than every 3rd person is disabled in this part of life (Pfaff 2012, 233).

Age pyramide in Germany

in the year 2008
in the year 2060

31.12.2008:

31.12.2060:

■ minimum level of the
'middle' population
■ maximum level of the
'middle' population

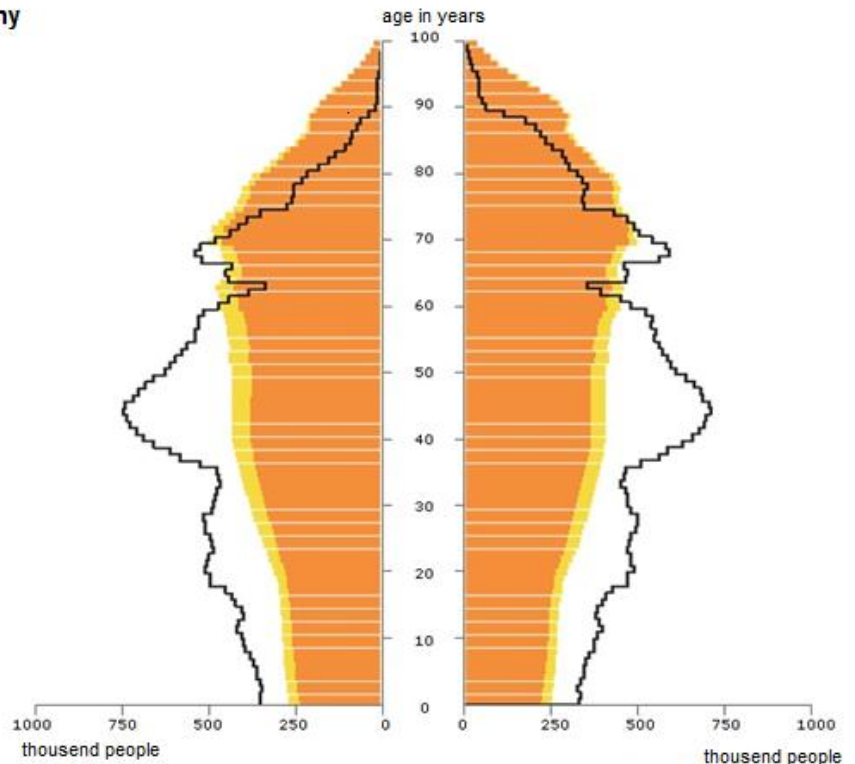


FIGURE 5: Age pyramid in Germany, 23.11.2012*

(*Source: Federal Statistic Agency 2009)

As it can be seen in Figure 5, the tendency in the year 2060 is going to an 'old' Germany; with a high amount of elder inhabitants. In the statistics of the European Statistic Agency in 2011, the German are the leading country in two tables: The country with the lowest amount of young people and in contrast with the highest amount of annuitant. Nowadays born boys will reach the statistical old age of 77years and nine month, the girls will reach 82 years and nine month. In the following 50 years the age will rise again by about seven years. (Manager-magazin 2012)

In combination with Table 4 it can be consequent that with the rising amount of old people also the amount of disabled people will raise in the future and the young working population will be getting lower. Furthermore it is only a logical statement that the retired age has to rise to a huge number. As a consequence the politic in Germany is discussing about an increase of the retired age from 63 years to 67

years. On the other hand this connoted around 950 000 (It is only a fictive number. If assumed that every age has the same number of disabled people and the number of disabled people in the coming years will not increase) more disabled people who should have the possibility to work. And due to the decreasing number of young people in the future, the German market will be more dependent on older people and employing more people with disabilities. As a result, the companies are depending on disabled people in the future and to have a perfect working environment they can start now to support those people.

1.5.2 Disabled and not disabled working population

TABLE 5: Disabled and not disabled working population and their activity rate 2009, 09.11.2012 *

(*Federal Statistical Office Germany 2009, 236)

Behinderte und nichtbehinderte Erwerbspersonen¹ und ihre Erwerbsquoten² 2009

	Insgesamt		Männer		Frauen				
	Behinderte	Nicht-behinderte	Behinderte	Nicht-behinderte	Behinderte	Nicht-behinderte			
	1 000	Erwerbsquote ²	1 000	Erwerbsquote ²	1 000	Erwerbsquote ²			
Insgesamt	2 561	27,2	62,7	1 509	30,6	70,7	1 052	23,5	55,3
15 bis unter 25 Jahre	92	46,4	52,9	55	47,2	56,0	38	45,2	49,7
25 bis unter 45 Jahre	657	69,5	88,0	388	74,0	94,8	268	64,0	81,1
45 bis unter 55 Jahre	869	62,3	90,9	494	66,5	96,3	375	57,5	85,5
55 bis unter 60 Jahre	569	52,4	82,1	326	56,6	91,0	243	47,6	73,9
60 bis unter 65 Jahre	276	25,0	46,5	179	29,2	58,9	97	19,8	35,7
65 Jahre und älter ...	98	2,1	4,6	67	2,8	6,9	31	1,3	3,0
darunter: 15 bis unter 65 Jahre	2 463	52,1	78,7	1 442	56,0	85,0	1 021	47,4	72,4
ledig	688	46,6	70,8	427	49,9	74,2	261	41,9	66,6
verheiratet	1 478	27,0	63,1	914	27,3	70,0	564	26,5	56,7
verwitwet	73	4,7	13,1	22	6,1	17,0	52	4,3	12,3
geschieden	322	35,3	74,9	146	38,4	78,9	175	33,0	72,0

Ergebnis des Mikrozensus.
¹ Ohne die nicht sofort verfügbaren Arbeit Suchenden (ILO-Konzept).
² Anteil der Erwerbspersonen an der jeweiligen Bevölkerungsgruppe in %. Ohne Personen unter 15 Jahren.

According to Table 4 the majority (around 7, 0 million) of the 15 years and older disabled people are unemployed or not searching for a job. In contrast there are 2, 6 million (just about 27%) who are an active part of the German economy. Most disabled people were working at the local service (31%, in number: 713 000 people). Most are in the education and health area and in public administration.

Employment Rate. “The employment rate shows the proportion of the working population in the relevant age group in percentage.” (Definition from the Micro census) All in all 31% of the men and 23% of the women were employed in 2009. At the same time 71% of the not hindered men and 55% of the women were able to be gainfully employed. A reason for the huge difference is for sure the high amount of the over 55 year old disabled people. However it is not the only reason, because also the age group between 25 and 45 (70%) years is much lower than for the non-disabled employees. After that the employment rate is going progressively down step-by-step Conspicuous is the strong break by the 60 till 64 (25%) year old disabled people. To explain these phenomena is the possibility to retire early if a disability exists.

1.5.3 Education of disabled people

In the very fast - paced and always challenging economy of today, everybody needs to be an expert and all easy handles are made by machines or taken abroad, in order to produce cheaper and to be then sent back to Germany. With this setting, people with a lower educational level are simply replaced. To summarize, a required education is necessary to have still the chance to be integrated on the German primary labor market. The reality looks quite different:

The most common education for disabled people is the so called ‘Hauptschule’ (Secondary General School) with 58%, after that the ‘Realschule’ (Intermediate Secondary School) 21%, ‘Gymnasium’ or ‘Fachoberschule’ (Grammar School or Special upper Secondary School) have been together 13%. 7% (questionnaires: >15 years, who are not at school by now) had no education. (Pfaff 2012, 235-239)

Table 4: Disabled and not disabled people and the highest general graduation *
(*Federal Statistical Office Germany, 2009, 238)

	Insgesamt			Männer			Frauen		
	Behinderte		Nicht-behinderte	Behinderte		Nicht-behinderte	Behinderte		Nicht-behinderte
	1 000	%		1 000	%		1 000	%	
Insgesamt	9 361	100	100	4 904	100	100	4 456	100	100
Ohne allgemeinen Schulabschluss ² ..	620	6,6	3,2	330	6,7	3,1	290	6,5	3,4
Haupt-(Volks-)schulabschluss	5 468	58,4	38,7	2 889	58,9	38,0	2 578	57,9	39,3
Realschul- oder gleichwertiger Abschluss ³	1 986	21,2	30,3	907	18,5	28,0	1 079	24,2	32,3
Fachhochschulreife	365	3,9	6,2	257	5,2	7,8	108	2,4	4,8
Allgemeine oder fachgebundene Hochschulreife (Abitur)	873	9,3	21,3	498	10,1	22,8	375	8,4	19,9
Ohne Angabe	50	0,5	0,3	24	0,5	0,2	26	0,6	0,3

The vocational education situation in Germany has been changed to positive since 2004 when the education pact was renewed. There are more working places instead of applications, but the people with disabilities have still problems to get one. A reason is that the claim to the candidates has been getting higher in the last decades and for the disabled peoples the need of more attention and a barrier free environment is essential.

As the Bundesministerium für Bildung und Forschung - Federal Ministry for education and research (BMBF 2009) published, they supported companies to change the working places and make them more disability friendly, with the target that 14 000 young disabled people were able to start work in the primary labor market. They were also able to benefit prevocational education schemes to teach 17 400 challenged people to be ready for working life. And around 43 000 were part of an education program with the success of a degree and the resulting higher chance to be taken on by the companies. (BIH 2011, 12)

Supported Employment. The SGB IX has since 2009 a new instrument called Unterstützte Beschäftigung - supported employment. This project tries to integrate young people with disabilities on the primary labor market, because they found out, that the rising amount of workers at the third labor market (sheltered workshops) is not essential for all people. Since the beginning in May 2009 till the end of 2010 1850 young people had used this opportunity. They have been supported and got qualification individually for the general working market in the normal case by the BAfA and they arrange the Integrationsfachdienst - integration special service or someone other third parties.

It is for people, who cannot get job training, because of their disabled condition, the supported employment can lead to employment. Here the people who need special support are getting help to be integrated in the company in the direction of their talent. The Integration Offices have here the principle of 'first place, than qualification' and so they are trained as long as the company has the possibility to give them permanent employment. Also, if there is build up an employment, but still help needed the Integration Agency gives support. The supported Employment is especially for:

- Graduated people with disabilities.
- Adults who got so strong disabled during their life, that they have troubles to work in the primary labor market.
- Employers from the third labor market who wants to change to the general labor market.

With the law the introduction of supported employment of the 22. December 2008, section 38a SGB IX has been changed. It contains the individual qualification and the Job accompaniment. The individual qualification is only possible for two, maximal three years. Contents of the support are to learn occupation across and measures to develop the personality. It has to be noted: the support is not a replacement for an apprenticeship (BMAS 2010, 54-55 and BIH 2011, 255).

Vocational training grants. If the disabled person decides to make an apprenticeship in a company, they have the possibility to get Berufsausbildungshilfe – job training assistance (BAB) from the BAfA. As an unmarried and under 21 years old apprentice, there is a possibility to get 310€ per month which is meant for the cost of living. The not disabled teenager has also the possibility to get this money, but he/she would need to live alone and the apprentice company should not be too far away' from the parents flat. For disabled apprentice these conditions do not apply. (TMI / MyHandicap 2012)

2 INTERVIEWS

Now the theoretical part has to be connected with the reality. This view is necessary to see if all the benefits of the BMAS, the help of the BAfA and the Integration Offices can effect on the primary labor market. For a better understanding of the topic, two authorities and one integration company who are acting on the primary labor market have been interviewed. The companies are part of the public sector and have been able to meet the disabled quota in their company. It has to be shown, if it is possible to properly take care of the needy people in the workforce and adapt the environment to them. In the project, the integration of disabled people in the daily work life, one important thing should not be forgotten: The sight of a disabled person who has just struggled with this problem. As a conclusion, both parties should point out what the problems and needs of the other are to have a successful integration at the end.

A company consists of departments where various employees are settled. Some are disabled and no one knows this because there are different types. Some can be seen immediately, and others will only become aware if more time has been spent with the person. Some people appear exhausted or seem to feel inferior. However, they often go under because the employees do not realize that the colleagues may have a disease. The disabled are of course aware of this and thereby they behave accordingly. This can aggravate the disability, or they change a lot and try to defend themselves. In other words, an awareness of employees is therefore unavoidable, because they must get along with each other every day. When they are informed, they can adjust directly on to it and react better. If not, it is often the case that people with disabilities are bullied or many things are required of them, which they are not able to cope.

Many companies shy away from the bureaucracy. To avoid this problem or at least reduce it, the integration provides an integration advisor, which keeps contact with the office and takes care of everything. (Wolf 2010)

If a company hires disabled people and integrates them once, they must continue to support their integration in the company. For this it is helpful to connect the employee through sports. Examples are tabletop football contests, chess contests, Poker contests or other disciplines that are feasible for all. This is of course not only helping the disabled, it is also helping all employees to get to know each other, and often this will also take prejudices out of the way. (Sparkasse 2012)

When a company is getting an application of a challenged person, they should think about, how strong the motivation is. They certainly have already thought about how they can enrich the company and how they can master the work. If disabled persons are getting a job, they are deeply grateful and motivated. They want to show what they can, are always cooperative and this leads all in all to their happiness and to a positive working environment. (Wolf 2010)

2.1 Perception of a disabled Person

One of my interviews is with a worker of the third labor market, her name is Birgit M. and she is from the mental development in the German average, but because of the disability 'Dystonia' she has the degree of disability of 80. However, it is apparently not a serious disability, but here it can be shown how much this affects the life of Birgit and points out the related problems with it.

2.1.1 The disability: dystonia

Dystonia is a disability, which can affect the human body in various ways . In the following, there are different examples of common definitions and researches:

- Dystonia are any of various conditions (as Parkinson's disease and torticollis) characterized by abnormalities of movement and muscle tone. The first knowledge of this disease was in 1890 in New Latin. (Merriam-Webster 1999)

- Dystonia is a very complex, highly variable neurological movement disorder characterized by involuntary muscle contractions.' (DMRF 2010) In addition the Medical Research Foundation pointed out, that Dystonia may affect a single body area or be generalized throughout multiple muscle groups. Dystonia affects men, women, and children of all ages and backgrounds.
- A continuing definition is from NINDS (2012) who are pointing out, that Dystonia can affect just one muscle, a group of muscles or all of the muscles. Symptoms can include tremors, voice problems or a dragging foot. Symptoms often start in childhood. They can also start in the late teens or early adulthood. Some cases worsen over time. Others are mild.

The recognition of the disability of any person can be completely different. She has problems with her body. The feet and the hands are doing something different from what the brain wants. Through this, she is not able to make micro and exact work. Connected with the disease are problems with the navigation, to memorize complex data and a slow working behavior. To this disability are also the problems, which are connected when the disabled person realizes that compared to the other people he/she is different. To deal with this knowledge, it is necessary to have self-confidence and acceptance of others. However, as this is not the case by Birgit, she has psychological problems which held her back at school and finding a job at the primary labor market:

- Severe skin problems
- Listlessness
- Strong desire for sweets → Overweight
- Hardly friends → Outsider
- Intimidation

Moreover there comes disorientation that makes it almost impossible for Birgit to obtain a driving license. Therefore is also the problem with the mobility traveling to

work. In the summer there is the possibility by bicycle or in the winter maybe with the help from her parents. (A connection with public transport is not always an option because they live in the country and the slightly larger town is seven kilometers away.)

She is also very credulous and the following are resulting consequences:

- Does not realize if someone is vicious to her
- Says always 'yes', if she likes it, without thinking about the future consequences
- Addicted to caregiver. E.g. not living alone, family and children are only hard to imagine
- Has not the ability to argue and wants only freedom

The way up to the disabled device was very long and arduous. It cost the family a lot of energy and time. As Birgit became only classified with a degree of disability of 30 she was not able to relate to the rights of disabled persons and therefore the facility was denied. The parents of Birgit were persistent to get the standard of a severely disabled. Thereupon several doctors and physiotherapists had to be visited. Here, many tests have been completed, measurements were taken and findings made. After a few months, it was finally determined that she gets 80 degrees of disability and is severely disabled, which gives her the options which are connected with this degree.

2.1.2 Education and Employment

With the assistance of her mother, Birgit was able to pass the 'Hauptschule', after that Birgit was at a voluntary social year, graduated at a Domestic Sciences School and also has a degree from the children care school. Now her work is at

the laundry of the Werkstatt für behinderte Menschen - sheltered workshop for disabled people (WfbM), in Pocking, Bavaria, Germany.

WfbM are defined as a working place for people who are not able or not yet able to work at the primary labor market and need a place where they can work, make their education or their further education. It is an Organization of the BAfA and they help the disabled people to unfold their personality. They get the insurances which are necessary. For example, the statutory nursing cares insurance, or the unemployment insurance. The legal foundations are in the SGB IX and in the WfbM Regulations. (SVfGS 2006)

Back to the training at the primary labor market, Birgit felt alone and abandoned. The differences to her colleagues became more and more visible for her. The others went in the evening to loud nightclubs, drank alcohol and talked mainly about boys in contrast. Birgit is not the person, doing anything like that, and more and more she felt bad and retreated into herself.

'When I was in high school, a couple of guys laughed at me, took my glasses and they broke. I had no friends, and otherwise I did not know how to defend myself, I just had to endure it.'

These situations are not uncommon by disabled people who are going to the Hauptschule. Like the Spiegel (2006) commented, there is a reservoir for children, who have problems in their lives, like children of divorces, workless parents or migrants. They have pent-up rage and feel neglected and try to demonstrate their power over others. Of course, it is normal for children not to care about others. They bully the kids that behave differently, look different or decide in favor for people who are helpless. Through an early integration in the school, the social behavior would change. (Planetopia 2012 and Wildfeuer 2012)

In normal working conditions Birgit had no possibility and to work in the third labor market was at the beginning also impossible, because of the degree of her condition. To work at the primary labor market was a challenge, like in a retirement

home, or in the Kindergarten. Here the problems were, that Birgit was only possible to have a look after three or four old people or children and not over 15. On the other hand keeping time was also a problem to her, because in the modern society it is necessary to be always on time. 'They said that it is too exhausting to run behind me all the time.' Birgit explained, 'because of this, I was one year workless and my parents wanted to get me into the WfbM, but they told me, that I have first to try to find work in the normal business life, if it is not possible I have the possibility to work in their company. So I tried for example to work at the Supermarket 'Edeka' for sample work. They rejected me on the grounds that I work too slowly and I am also too awkward.'

Over the years, the social thinking of the people has changed enormously and with that, the modern economy has no longer place for people with restrictions. A reason for this is that the demand for experts and the approach of machines have changed the working life dramatically. Nowadays the people have to work like machines. They are under strong conditions, like accord or control-systems. (Plangger 2009) As an example: The supermarket chain 'Aldi' the workers at the cash point have excessive test rounds. The workers have no chance to get through the sometimes also manipulative tests and so almost everybody got a disciplinary warning letter. (Lotz 2012)

Since 2007 Birgit is now working at the WfbM and everything has changed in her life. Now Birgit has a huge amount of friends, perfect skin, hobbies, like bicycling and sings in two choirs and also the ability to lose weight. All in all her life has changed in such a positive way, which was not possible for her on the general labor market. 'I think this all has changed, because I have more fun at work. It is not only the easy work, I could also work in a Supermarket, but I do not have such a strong pressure from my boss. I get acceptance, when I have bad days, where I am not able to work the full 100%. The boss is rigorous, but still friendly and works together with us at the same place. We are also traveling a lot together. This year I have been together with them to Turkey. I have never thought about the possibility to traveling alone - without my parents. It makes me happy and more accepted in the society.' The management of the WfbM comes from time to time to her and

asks her, if she wants to try to work in the primary labor market, but she always rejects. There are too many bad experiences in the normal working life that the acceptance in the new work is more important for her, as well as most of the employees have also strong disabilities.

2.2 Interview with the Bavarian LKA

The Bavarian Landeskriminalamt - State Office of Criminal Investigations (LKA) is responsible for the Bavarian State Office of Criminal Investigation and is the headquarter of the Bavarian Police, which performs with the latest and most advanced research resources investigations in order to obtain information. They are subdivided into the administration districts, where Munich is the only city executive committee, because they are too huge.

Their responsibilities also include the central information and communication systems, especially computer and telecommunications (including remote location) of the Bavarian police. (BP 2012)

The LKA cares with great commitment to disabled people, so they were 2010 able to be given the prize 'Job Erfolg' – 'job success'. This award is for companies that seek the ordinary, much to the integration of disabled people and have a higher disability rate than it is necessary in Germany (section 71 SGB IX). The interview was with the Vertrauensperson – confidential person (VP) of the severely disabled employees of the LKA. Four more employees are members of the SBV team as the deputy. The VP is the meeting point for all people with disabilities and beyond also an office for people, who have other problems.

At first the most might think that it is not necessary to talk about the public areas - like in this case - the police, with regard to the disabled employees. People think possibly even 'if not the public department, who then'. However, it was and is just a tough job here, as in all other firms. It's simply people who work in the departments and therefore have the same problems and fears like everyone else. With

the integration of disabled people it is mainly the construction of personal contact and trust. Using the example LKA, a public area, is now to be made clear that a lot can be achieved by the social commitment.

2.2.1 The SBV of the Bavarian LKA

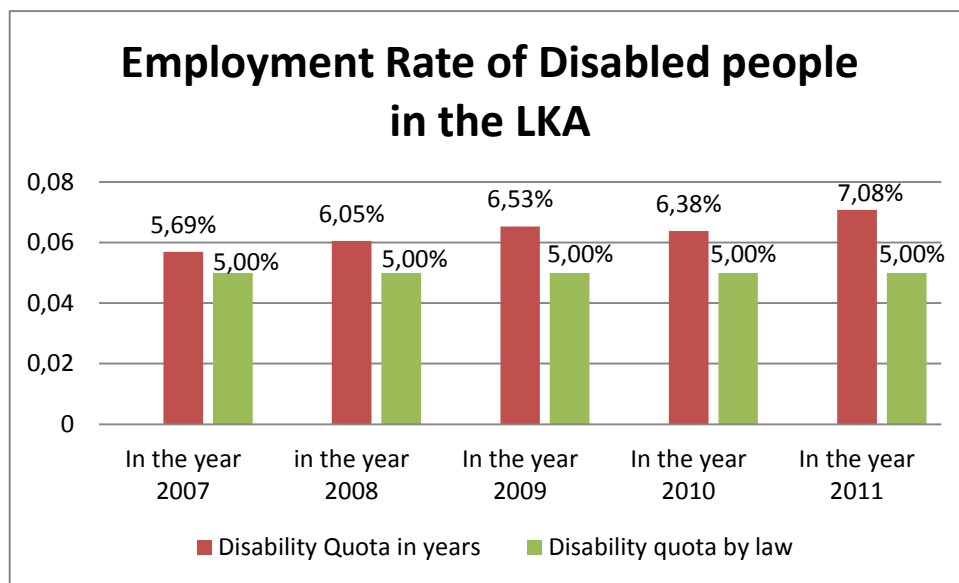
The leader of the SBV is VP and she is talking about the great success in the LKA (it is always the Bavarian LKA in this thesis). The history of VP in the volunteering area was not come over night. It came through detours and was a really hard and rocky road. Finally the LKA has built up with her help a disabled quota of 7, 2 %, VP has an office for her own and is to 70% exempted for this volunteer work.

Since their early childhood, the VP was in contact with severely disabled children and was playing in the neighborhood together with them. The VP was also in an integrated Gymnasium and later she had a social year in a facility for disabled. The charisma and enthusiasm, which is found especially with multiple disabilities, she has always realized what is important in life and the importance of her own health. VP has the conviction, if everyone is growing up like her, the kids would think more about disabled and so the social thinking would be changed dramatically. Through this kind of integration, the problems like in the example of Birgit would end differently. The people would realize that they should be glad that they are not disabled. After school, the VP studied engineering and finally she works in the state police since 14 years. One day a severely disabled colleague, who was since 24 years the expert for the disabled employees realized the social vein from VP and was asking her, if she wants to help him, being deputy of the SBV.

The SBV in the LKA has a long history. The colleague had much different prerequisite than VP has nowadays. He was starting with 10 to 15 disabled employees. When VP was starting to work also in the SBV, they had around 40 to 45 disabled people, by an amount of 1200 employees, so they had not fulfilled the disabled quota and had to pay once again a compensation. 2005 was the first year, where they did not need to pay any compensation. Today they have around 1700 em-

employees and with that 88 disabled people and equivalents. A few are also multiple allowances for the compulsory labor places and with that they have around 130 people, who are accountable to the compensation. These kinds of people are for example visible disabilities: eight hearing impaired people, two wheel chair people and one blind employee.

FIGURE 6: Employment Rate of disabled people in the LKA, 14.01.2013*
(*Source: SBV, LKA 2011)



A lot of persuasion was necessary, for severely disabled people to declare their disability. The colleague, who was starting the project, was going to be retired. Since 2000, she was deputy and since 2006 she is VP, initially with an exemption of 50% of her actual official task. She was later released to 70%, because the caring for their severely disabled employees is very important for the head of office. If in the coming years, the proportion of severely disabled employees continues to rise, even a 100% exemption for the severely disabled work may be provided.

The trust from the head of office makes the undertaking much easier. Without the strong support of Peter Dathe -the president of the Bavarian LKA-, there would never be such good work possible. He is very social oriented and with that it is necessary for him to have an ordinary occupation of the department. Of course at the beginning, he was very skeptical because they did not realized the seriousness of the situation and they were also afraid that she did not pursue her 'correct'

work and takes too much care for the disabled. Maybe this is for most people not comprehensible, but the recognition was not as far and the situation was not as important as it is nowadays. Today, he is standing in front of all employees and says:

'I can see every day a disabled person on the subway station and I give him my highest respect. He needs much more time and patience in the morning to put on his clothes, going to the train per wheel chair with all the barriers, sitting in the subway and then to be also in time at work like all other employees.'

This support is necessary to have more or less a free hand to change everything which is necessary to benefit the disabled persons, but the most important thing is the own conviction and engagement of VP, which is the real driving force. The sentence of Richhard Weizsäcker: 'Not to be disabled is not something one has earned, it's a gift. That can be taken from everyone.' Is the leading sentence for the work of the SBV of the LKA-SBV.

2.2.2 Problems of integration

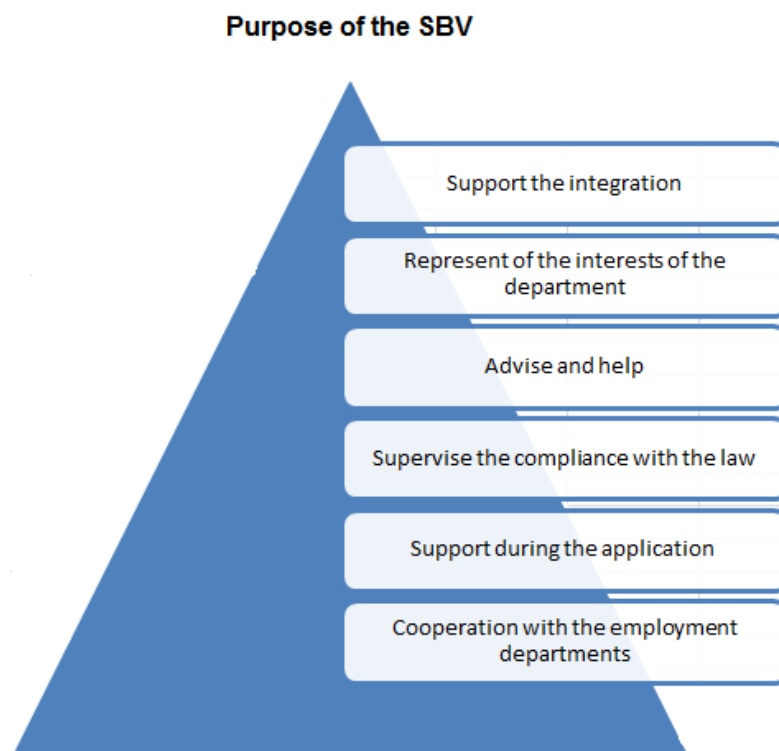
The most problems are the fears of the employees. From the postwar period there are ways of thinking, that if someone has a disability, it has to be hidden, because otherwise it is not accepted in society, or this kind of people are getting problems. This makes it almost impossible to get to know the disabled persons. Another problem is also, that the really severely disabled people are not able to care about themselves and so the parents are helping them. This can also be a problem, because sometimes the parents do not want to know anything about the disability of their children. Finally, this makes it even harder to help the disabled person, because the parents also need help and therapy, because till the parents do not accept the illness, the disabled person is not going to be integrated in work. The person is also not getting the friends he needs, because he hides behind the backs of the parents.

In comprehension to the disabled persons who working at the LKA, there are less. This year, there has been only one. The next year is expected, that there are set two disabled persons.

The performance claims of the modern society are more extensive and more complicated as they have been previous days. With the huge amount of electronic material and the machines the requirements have increased enormously (Wolf 2010). The importance, of the human becomes less and less. This problem comes especially, because most people have never been in contact with disabled people. The society is not ready for disabled persons and do not know how to deal with them. There is no acceptance of the difference and the 'wrong' emotions make it more difficult. Nevertheless this can be changed if the people are getting disabled or if they have worked together with a disabled person.

FIGURE 7: Purpose of the SBV, 14.01.2013*

(*SBV, LKA 2012)



2.2.3 Building up trust

The problems of the society lead thereby also to problems for the disabled people. They have a problem to talk about their problems and fears. At the police, there are a special group of people. If you are a law enforcement official you can and must be healthy, because it is only possible to go to the police, if someone is extremely healthy and fit. They have to perform shift work, are athletic and eat healthily, if they are getting ill, it is an enormous problem for their career and they are not going to tell anyone about this problem. The result is that the SBV cannot help the disabled people and so the disability is going to be worse and in addition the people cannot work any longer the full 100%. All in all it was going to be the task of VP to build up more trust between her and her deputy, so the people have no fears to talk with her. Only if the SBV know the disability of the people, they can help them to be more integrated in the company life. To fight against the normal problems in society, it is a first start to change the barriers in the minds. In brief to build up of trust in the employees is the most necessary part of the work of the SBV and the whole institution.

VP is convinced, that the small and medium size companies are also employing disabled people and refill the quota, but their engagement is not so strong and through this, the disabled are not out themselves or do not want to make an application for a license. So it was her aim to get to know as many disabilities of the employees as necessary. She was starting to write an letter 'Please OUT you', because she realized, that the LKA was employing much more disabled people, as they have listed in the personal data. This exclamation was a full success, because the VP was explaining her request to the disabled people. What they can earn from the outing and why they should do this. She also noted that a disclosure requirement is not necessary. Finally more people had built up trust in her and out themselves.

One conviction of the VP is that the concerned persons have to come to her office and has to talk about their problems on their own in confidence. They have to come of their own free will, because it is a great effort for someone to say: 'yes I

am disabled' or 'yes I have a problem, please help me' and if someone would urge the disabled person, they would be intimidated. In brief the office is not only a space to fill forms, what is perhaps thought by many. It is a space where everyone can come with its problems, no one is condemned or put in the pillory, but the topic is explained seriously and solutions are looked for. No matter whether it is about alcoholism, depression or divorce, other marital problems the VP has an open ear for all and believes that through this confidence in her and her crew it can be helped many people before it degenerates to such a disability. Throughout it can be said that it is especially important for the VP that people with problems come to her, so that a solution can be found to improve the work environment and the employee might have more joy at work. Also a theme is the equality (section 90 (2a) SGB IX) which would improve their possibilities of the use of the rights of severely disabled people. Finally this creates an improvement at the performance and final solutions such as BEM can be avoided in advance. (BIH 2011, 145)

2.2.4 Collection of information

It is important for the SBV to collect information, because they are only possible to help the disabled employees, when they know everything so they are collecting information from beyond, which they can give to every person, who is helpless.

Information from beyond. It is in every volunteering Office the same; everything has to be found out by oneself. There is no special book or homepage where it is written for everyone who wants to know everything about this job. This makes it necessary for every worker in the SBV to find out exactly who is important and which information is always be needed. For that, different connections have to be found out and here is also the basic principle 'all for one, we for you' of the VP is of big importance. In the following it is be shown, which leading contacts are necessary for the SBV:

<u>BAfA</u>	<u>annuity assurance</u>	<u>BIH Integration office</u>	<u>SGB</u>
welfare de- partment	rehabilitation consult- ant	integration special ser- vice	was introduced in the year 2000 and is so in its making very young.

TABLE 6: Overview of important persons and departments, 14.01.2013

It is also necessary to know who is important in which situation. In the following there are the most common examples, if someone comes from beyond and is going to be integrated in the LKA:

- If the disabled people are coming from the WfbM or from other companies, the integration offices are paying the necessary amount.
- The annuity assurance is also important, because if someone was a minimum of 15 years in the salaried employment the working place has to be managed over the annuity assurance. (BIH 2011, 208 and BMAS 2010, 66) (Adoption of public policies and the participation of welfare services).
- If they are coming as a workless person, the BAfA must pay the working environment of the disabled person.
- Finally for every common question all together is standing in the SGB. (BIH 2011 and BMAS 2010)

To get information, it is important to join in to different newsletters and conventions. The following are the most important for the SBV of the LKA:

- From the ZBFS they are getting always a actual newspaper. (ZBFS 2011)



FIGURE 8: BIH Leistungen im Überblick: Behinderte Menschen im Beruf – Service overview: disabled people in business.*

(*BIH: ZB info, April 2012)

The Integration Offices have also a Newsletter, the 'ZB Prospect – disabled people at work' where all new changes in the law, judgments and the elimination of problems about disability are written down. And they have not only this kind of important material. They are working really close together. If the SBV has any questions they can go to their contact person, who is also the trainings coordinator (e.g. year program). They know everything and they are also necessary for the 'Job success' where they got an award in 2010. (ZB 2012)

- They have also the help of 'InfraServ' who are also arranging the 'severely disabled representative symposium', where the SBV of the LKA is possible to contact new people, hear different lectures and get new quotations. (InfraServ 2012)

- Every 4 years is a vote for the next local disabled staff representatives. Huge amounts of people come together and they talk together about their problems or new information.
- The VdK is a strong partner for the SBV, because they have a huge amount of brochures and interesting material. Whenever there is a problem, they know an answer. They give also every year several social academies, which are taken in a five days lecture. The VdK itself is a registered association and the hugest social association with 1, 6 million registered members in Germany. It can be seen as a lobbyist for people, who have social discrimination and stands at their side, when they need legal advice. (VdK 2012)
- Seminars from the city or other regions of Bavaria, for example of a symposium of the city Altötting and the working cycle 'Severely disability and Job'. Here are a few different speakers, who are part of the working cycle. (Schoßböck 2012)
- A very important platform, as this naturally affects the LKA is the Arbeitsgemeinschaft der Schwerbehindertenvertretung in der obersten Landesbehörden –working group of the SBV representative in the highest state authorities (AGSV) of Bavaria.
- Leaflets of the German annuity insurance. (DR 2012)
- The Fürsorgeerlass – Welfare Decree was replaced in November 2012 by the Teilhaberichtlinien - participation guidelines. In these guidelines, it is noted as an inclusion of disabled relatives is regulated in the public service in Bavaria. (BSF 2012)



FIGURE 9: Teilhaberichtlinien – participation guidelines of the BSF, 2012

- Getting the long time illness list of the employees from the employer (Section 80 and 95 SGB IX). The list shows information about people who need help or to give them power during the rehab.

To have a perfect overview of the current situation of all disabilities and what has to be done, the VP has made her own prospect, which will be illustrated by the lower created table:

TABLE 7: Overview of the disabled people at the LKA, 28.12.2012*

(*Source: VP, LKA 2012)

Name	Adress	Department	Disability	Officer	Severely disability	Able to vote
Andreas	30 GdB	Yes		No
Maria	80 GdB	No		Yes

Konrad	40 GdB	No		Yes
Lisa	50 GdB	No	5 years	Yes
Hubert	30 GdB	Yes		No
Christoph	40 GdB	No		Yes

- The employees who are paid in line with a collective agreement (green) are entitled to vote, the red ones are not able to vote, because they have been registered with 30-40 GdB, but have not applied for equality and they are Officer, therefore they are not entitled to vote. They do not need equality, because they have a safe job. If they would be an employee paid in line with a collective agreement, it would be much easier.
- The ones, who are purple are accountable for the quota, because they have an illness e.g. cancer, but they will recover in two to five years of rehab. After this time the disabled person is no longer severely disabled and has e.g. only 30 GdB left. But the VP of the LKA is going to have them still on the list, because in combination with the participation guidelines, the VP is still able to mentor the employee.
- The blue ones are equivalent.
- The yellow ones are the ones who are severely disabled or equivalent and accountable for the quota. There are a lot of people in the LKA, who can use the disadvantage compensation of a severely disabled person.

If the VP has for example a conversation with an employee who wants to have a special parking possibility, she will look at her list. She is able to see, that he has a

mobility disability, then it is no problem to have an easy and fast dealing of any question.

Information for the employees. To build up the trust to the employees is a long process and if the trust is built up, it is also important to improve it and to be always in their mind. Also the other employees should have the option to know the SBV and which possibilities the employees have. The letter with the 'OUTING' was of course not the only information to others. She is trying to make her famous through different media or other additives, so the people are going to have the courage to come and talk with her. It is the target of the SBV to have the chance to talk with the people and they feel comfortable.

Three times a year the LKA has a newspaper called: 'LKA-Spiegel. Das Magazin des bayerischen Landeskriminalamtes. – LKA-Mirror: The magazin of the bvarian State Office of Criminal Investigations' - the content here is the changes and news. The SBV has also a page where they are reporting about important information. The articles are called: 'colleagues for colleagues' and have the content for example: 'an employee has survived through the bone marrow transplant from his father.', 'drugs on receipt.' They are also interviewing a few doctors, for example: China medicine. 'Vaccinate pro and contra', 'advance directive' or 'diagnose cancer, a safe death theme?' (An employee was able to survive cancer and was able to give away his severely disabled license). The reason for the articles is to inform and to answer questions, because a lot of employees are coming and ask for example: 'my grandmother is ill, what shall I do?'



FIGURE 10: 'LKA-Spiegel', edition: 3/2012

But the most important thing of the articles for the VP is to encourage the other employees to talk with employees concerned. Before an article is written, an agreement with the respective employee will be done that everybody can go personally to them, so that an exchange can take place, therefore the reading series 'colleagues for colleagues'. These articles are also on their intranet, where the employees have always the possibility to read the articles.

Since two years they have a 'black board' where all the newest information is displayed from the integration offices or the newest leaflets from the VdK are designed to take away. This is especially important to get to know employees, who are new or do not know the SBV at all. The office is open for all problems and it seems to be also a small psychology department. On the one side, she has not a psychological apprenticeship, but on the other side she helps wherever she can and she sends the employees to experts or departments who can help them even better.

2.2.5 Help from the SBV

To give the perfect help, the VP has to check the following four steps:

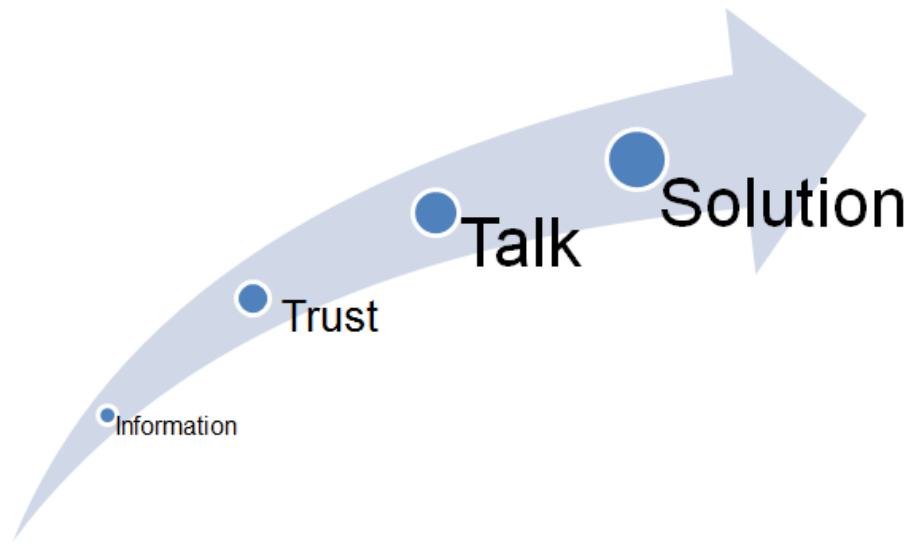


FIGURE 11: Four steps to give help, 08.01.2013

1. Give the employees all information they need to have the basic of the process.
2. The information for the employees should give them trust and should show them how important it is to go to the SBV.

If it is obvious that someone has a disability, the VP is going to the person and invites him to go to her office to talk about this openly with her. If they do not want to talk with her, one reason is most of the time, is that they do not want to realize, that they are going to be older or disabled. If the people are withdrawn into them or react aggressively to the well-meant suggestion, the people try not to confess the disability or the circumstances of getting older.

3. Now they can talk about their problems and ask questions.

- Alcohol problems
 - Depressions
 - Divorce
 - Cancer/ Incontinence
4. In the last step they can finally talk about a solution, for the special problems. Here it is necessary to have personal tailored answers. Here are some of the most common changes:
- Special regulations, to have the possibility to go to physiotherapy during the working hours. To come more into the preventions.
 - Changing of life: people, who had no social thinking, start to change their mind and have now the possibility to stop prejudices and to help people with disabilities.
 - Changing of the work environment
 - Partial annuity
 - Annuity on time

As a solution it is obvious, that people have to stand up to their problems and go to people who have the right knowledge and talk. It is so important, because only speaking out can help people to prevent a disability or a depression. Only through talking, can people get the chance to change their life and can still give a 100% performance.

Examples for more help through the SBV. For the ergonomic workplace design, the SBV has a close connection with the specialist for occupational safety; they are the first contact for the SBV, if they need to integrate disabled employees. If the help was a success, it is beneficial to have a feedback with the disabled peo-

ple. For the feedback of the working environment the medical consultant is responsible.

The SBV makes sometimes an emergency training with the disabled people. This program includes also the first help and has the sense that they are able to learn and also to tell their open meaning. They were testing for example an evacuation slide, which the disabled employees did not accept and they chose together an alternative.

Relaxation room is available, but basically for people who are working in shift work. If a disabled person would need a room, they also have the possibility to use this as well. People with wheel chairs have an extra room.

These are examples which are showing the engagement and extra service from the SBV to have a perfect working climate for the disabled employees. Finally it can be said, that it makes it possible for the disabled people to give their own feedback and gives them the feeling of more acceptance.

2.2.6 Positive Experiences

Many superiors have the opinion, that their employees have to bring a complete performance and disabled people are on the wrong place in combination with that. Most of the time, they think this, because they have never worked together with disabled people. These people should be explicit that disabled persons work better tougher than their colleagues. One reason for these phenomena is the happiness, that they have the chance to get a job at the primary labor market and not excluded on the third labor market (as well Wolf 2010). The disabled people know prejudices in combination with their illness and for that reason they want to show the company, that they can work more than others imagine. The LKA has made some interesting experiences and if a department manager is not convinced, he is sent by the VP to the people who made the experiences and so prejudices and unknown can be wiped out.

The LKA has collected some more interesting experiences in relation to the functioning of people with disabilities. The disabled people provide a lot of power as the following is showing:

- They are working like machines and do also work which others do not want to do
- They have not so many absenteeism like not disabled persons
- They are so happy to work. In the office, they are pulling the other colleagues and inspire them to work well.
- They are really strongly connected with the company. E.g. one person was able to tell the whole company history from the beginning and know more than others.
- They are a reason for a better working climate:

An experience of the LKA was that a disabled person had to go to another department, because of illness or other reasons. The head of the department complained to the SBV, that their department wants as fast as possible a disabled employee again, because they work much faster than the other worker, also 'if he has only one hand'. The reason for these phenomena is the happiness, of the chance to work on the primary labor market and for every day where they can work. This is especially for those who had a bad illness and enjoy every next day. This optimism and happiness, shows the other colleagues, that they do not have any reason to be sad or unmotivated at work. They realize that they have more reasons to be happy, because they are not disabled. Finally the department has a better working climate, because the disabled persons are handled with respect and so the disabled persons have also a higher respect in front of everybody and if someone is helping them. They give gifts and show every time their affection.

Accessibility. The Intranet of the whole Bavarian LKA is the internal platform of the police; Interpol Bavaria is completely accessible by now. The possibility of read out aloud, if someone is marking for example some sentences of an article is not available. The reason is that they have only one employee who is sightless, but he has a computer which is able to read it aloud for him. So the need of a complete accessibility is of course an aim, but was not essential till now. It is easy to go through the pages and to find very fast and simply the desired topic, through big and bold letters. The more importance for them is to inform the employees with the newest information, to help those who are too shy to come personally. They put all necessary forms and legal changes online, as well as supplementary information about the latest discoveries and brochures.

2.2.7 The successful integration at the LKA

One example for the integration of a disabled person at the LKA is the integration of a visually impaired person. The integration was a long and strong wish from the VP. They had to enter a new territory in this sector. At the beginning they had big misunderstandings between the competent authorities, but this did not mean, that they were refused to be intimidated. At the end it was possible to save the finance of the working environment, caused by the close connection with the involved departments and the BAfA, which was necessary for the disabled person.

It was necessary to settle a person for the calling center, so the most important and expensive tools were a personal computer. The computer says everything that is standing in the Internet or on the other programs, which the disabled employee needs to know. To work perfectly with the computer, it is necessary to have a braille line (where it is possible to go with the finger over it and click on it) and audio response software.

The visually impaired person was set less work, so the BAfA, the welfare service was paying his integration management and all the special settings for his working environment. All together the employee was getting an amount in the five-figure

sum for headphone, braille line and audio response for the computer - so the disabled person is working in two ways. On one side of the headphone he is hearing the incoming phone call and on the other ear he can listen to the computer, when he is searching for something on the computer. He was also getting a special photo lightness lamp. Here he has the possibility to put paper under it and the machine is copying the paper to the computer. For the successful integration on the primary labor market at the LKA the disabled person explained: 'I am really happy, to have the possibility to place new responsibilities and new challenges. With the help of my very helpful colleagues I was able to find my place fast in the company. I feel comfortable in the Bavarian LKA and have settled already to the barrier free city Munich.' (SBV 2012)

During the integration management, they are also paying partly (till to 50%) the salary. It depends on the employee and changes, but it can be dealt with them between 6 till 12 months. Finally it can be said; through the integration the disabled person is now able to take part in of the daily business life of the company and does not need any working assistant or anything else. It is one way of a perfect integration, because all possible factors have been exhausted.

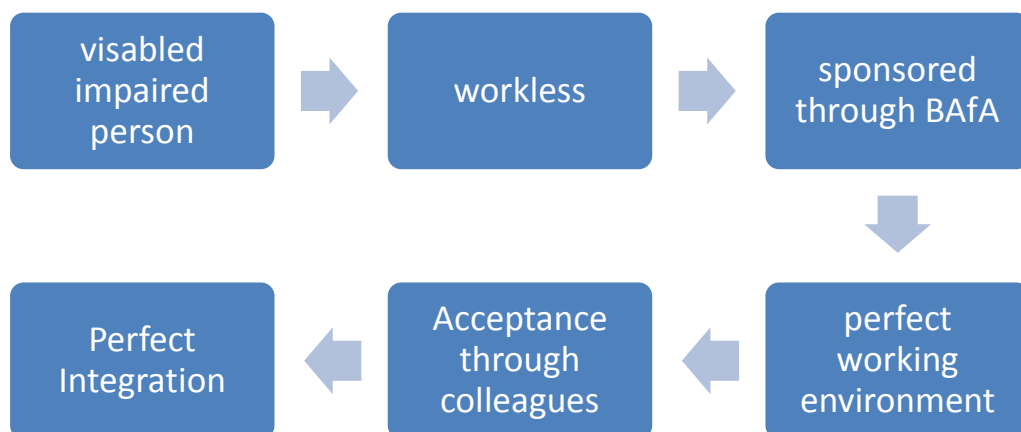


FIGURE 12: Perfect integration, 14.01.2013

The next example is of a wheelchair employee, who was not able to work for a few months, because of health reasons. The disabled person was really afraid, that she was not able to work any longer at the LKA, but they were appreciative and made the working place more comfortable. The SBV attempted to create a better working place, where they increased the office and added a divan bed, to change the sitting position. It is still a two man office, where the colleague has been enlightened about the situation of the disabled colleague. Once again, the boss wanted to keep her, because with her life vitality she is making a perfect working atmosphere.

Disability during the working life. If an Law Enforcement Officials is going to be severely disabled during the working life, different things have to be thought about:

- Consists there a limited service capability?
- Consists there limited correctional service suitability? (here it is for example necessary, that the officer is taking away his weapon, but he is still paid the whole amount)
- If no correctional service suitability exists, it is not able to terminate the officer. It is possible to make a retraining for example for an office job. Here the correctional service suitability is going to deprive. If the heaths of the officers are limited, it means heavy losses for the police.

That is the first thing that needs to be addressed, and then there are further questions regarding the entitlement. This raises the question of whether the disability was caused by a service accident and therefore he can apply for service claims. It is important to make clear to employees that it is important to hedge perfectly and for the SBV it is necessary to have a real close look to find out as much as possible to help the person.

Integration procedure at the LKA. BEM: (Section 84 SGB IX) they are during the integration of this program and it is going to grab after 30 days. There it is possible to go directly to the people with disabilities and help them.

Supported employment: (BMAS 2010, 54-55 and BIH 2011, 255) the project of the German government, where disabled people from the WfbM can get a two years long practical training. They are accompanied from the integration special service. The LKA is working together really close with the integration special service of Munich, because this people are constantly in the house. They advise the people to give their help on the working place, make projects and to be available for each question. Also during **prevention procedere.** (Section 20 SGB V) they are always local. This is a pre - procedure before the termination procedure starts. Led and initiated by the integration office, which is leading to a gathering, leads the discussion and moderated this. At this cycle are present:

- SBV
- Human Resources Manager
- disabled worker
- boss of the worker
- a colleague - If necessary
- Trained integration special service worker

The process is held to understand why the disabled employee has changed his functioning. This intervention seems maybe prior to consuming for many companies. However, this method helps to bring the employees to think about them, their misconduct and lead to clear benefits in mind. The worker gets from everyone involved the reason for the undertaken process and an explanation what bothers them. E.g. The SBV tries to convey their feeling, why the work of the employee has changed. They give examples like:

- The employee has not been treated well by another colleague and is not able to defend himself in the same way.
- It is the wrong job for the worker and he should try to continue his work in another area
- The reason is only the laziness and he could work more efficiently, if he wants.

As a conclusion it can be said, till now all procedures have been positive: nobody was going to be terminated. The company wants of course to retain all employees and wants through this only the best.

To make sweeping statements that it is not possible to terminate a severely disabled employee are not correct. However, it is not as easy as with any other employee, but it is also useful. Not only for the reason that the disabled person has much greater problems to find a new job. Therefore the various committees are appointed such as:

- Equality Officer
- Employee Officer for severely disabled people
- Central psychological service (special for the police)
- SBV (SGB IX and welfare decree → welfare guidelines)

2.2.8 Future of the SBV

Inclusion. (Indlekofer 2007 and Puschke 2012): This kind of thinking is in the minds of the people. Especially in the future, there have been huge problems to behave differently. A long time ago, disabled people were killed, then they were excluded, the integration till now is not ready, however this generation is trying already to include the people in the daily business life. A very long journey, but the

legal foundations would be there. The generations after us will have this issue, however, already internalized much more. Here the 'initiative inclusion' is a strong thematic, not only because they have strong regulations through the Bavarian state government. They have sent an e-mail to every state office, that the initiative must be realized in the close future.

The articles in the LKA-mirror are also an important topic in the future. The next article for example is specific to the older generation and is about the climacteric period and the tinnitus. In brief, it is a problem which no one is talking about, but the problems are dramatic.

Application. Inclusion is more and more an issue in the LKA, especially because of the high knowledge of the SBV, which is very important also for the future. The whole disabled topic is really young, also the fact, that it is part of the conversation during the applications. It is not possible to find the VP as the SBV representative at the homepage of the LKA. The applications have to be written to the same (e-mail -) address and after separating to the different departments the VP is getting the necessary information in her post office box. It is an inconvenient procedure, but she is not a public person by now. The disabled applicants are not able to ask the VP questions in advance, but till now it was no problem. Bid-rigging is also part of the SBV work, for example, the working place for visually impaired and hear impaired people, was only edited through their department.

During the applications are no differences between disabled and not disabled persons. They have since about two or three years always a test during the application. So first the person is telling something about themselves, need to answer some questions about the LKA and the history and in the end, they are getting a test about general information in politics and economy and also work specific questions, e.g. for an office worker some details about "Microsoft Office".

At the end it has to be mentioned, that the strong working atmosphere has to be continued, to work still together as a team and to have the same future thinking. For the LKA is the disability an important topic and will be continue in a stronger

dimension, because they know that their possibilities to help and support disabled people is not exhausted yet. The VP is probably going to be 100% part of the SBV and has with that more time to realize changes and to stay strong for new challenges, which were mentioned in the text.

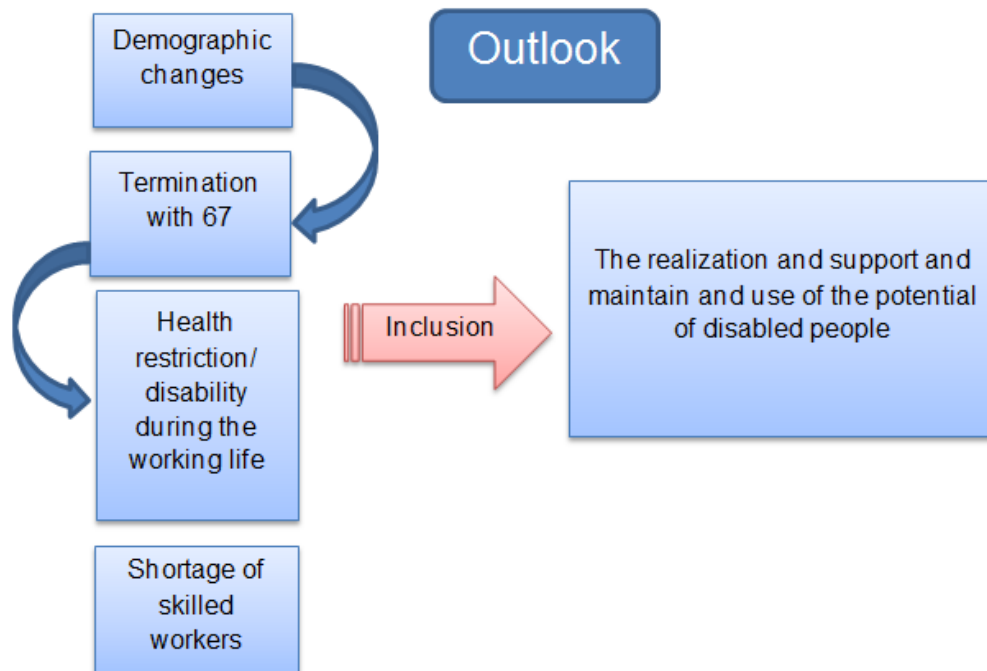


FIGURE 13: The outlook for the future of the LKA, 15.01.2013*

(*source VP LKA, 2012)

2.3 Interview with Dimetria

Dimetria, a juristic independent special operation of the primary labor market, is an integration company and with the desire to employ predominantly those with mental health problems and disorders. Functioning in this way, they are able to connect economy and social competences; employees earn a standard localized wage and work on a tariff basis or are employed through permanent contracts. In brief, the integrative companies contribute significantly to the integration of disabled people.

The integration companies, on a special basis from 132 SGB IX and thereafter, are built using vocational training centers and a rehabilitation center for people with chronic mental health problems. Furthermore, those who need to be integrated are granted the opportunity to work in the primary labor market. Both of the facilities are managed by VdK Bavaria, an organization which has long lobbied for people with disabilities, chronic illnesses and other societal disadvantages. Initially started as a limited-period project, success encouraged growth; in result, the organization has been active in the market for 14 years. Dimetria's primary places of employment are in a digital- and offset-print office, mailing and post services, garden and landscaping, painting and décor, cleaning services and giveaway (trade/production). (Widera 2012)

The average percentage of the integration company employment of disabled people rests between 25 and 50 percent. The following table shows the employment of disabled people in integration companies in the administrative districts in Bavaria:

TABLE 8: Deployment of disabled people in integration companies in the administrative districts in Bavaria*

(*source Widera 2012)

total employees	Severely disabled employees	Percentage of the severely disabled employees	Districts in Bavaria
1539	636	41 %	Oberbayern
167	67	40 %	Niederbayern
293	128	44 %	Oberpfalz
194	146	75 %	Oberfranken
690	369	53 %	Mittelfranken
460	241	52 %	Unterfranken
257	144	56 %	Schwaben

The person interviewed was Dimetria commissioner, Ms. Wagner. Working in the office located in Straubing, Bavaria, Germany, she is a social pedagogue and has over 10 years working experience within the company – over a year of which has been in cooperation with the entrepreneurship portion. Ms. Wagner desires advancement in the integration and inclusion of socially disadvantaged people in a German market which is more accepting.

2.3.1 Perception of the external world

Prejudices: Within the company, prejudices are rare because employees are familiar with each other, thus reactions are more familiar. The employees are also prepared beforehand, for Dimetria mission, and therefore are prepared to work in such an environment. In unfortunate circumstances that demand action, Dimetria, like any other operating company, must turn to localized labor laws. Because of the structure and environment of Dimetria, internal issues are quite rare.

A more notable issue is the acceptance of the company's employees outside of Dimetria. The affecting factors include the political environment of Germany, customers and namely the competition for a work place. Due to the nature of these, the disabled are not able to work regularly; as a result, they only work a few hours as their contribution to society. Competition not only exists between those able and disabled, but also for appreciation and praise within the work place. To conclude, the acceptance of the disabled does not go smoothly in a typical work environment; the following graph depicts typical difficulties faced during the integration process into a company.

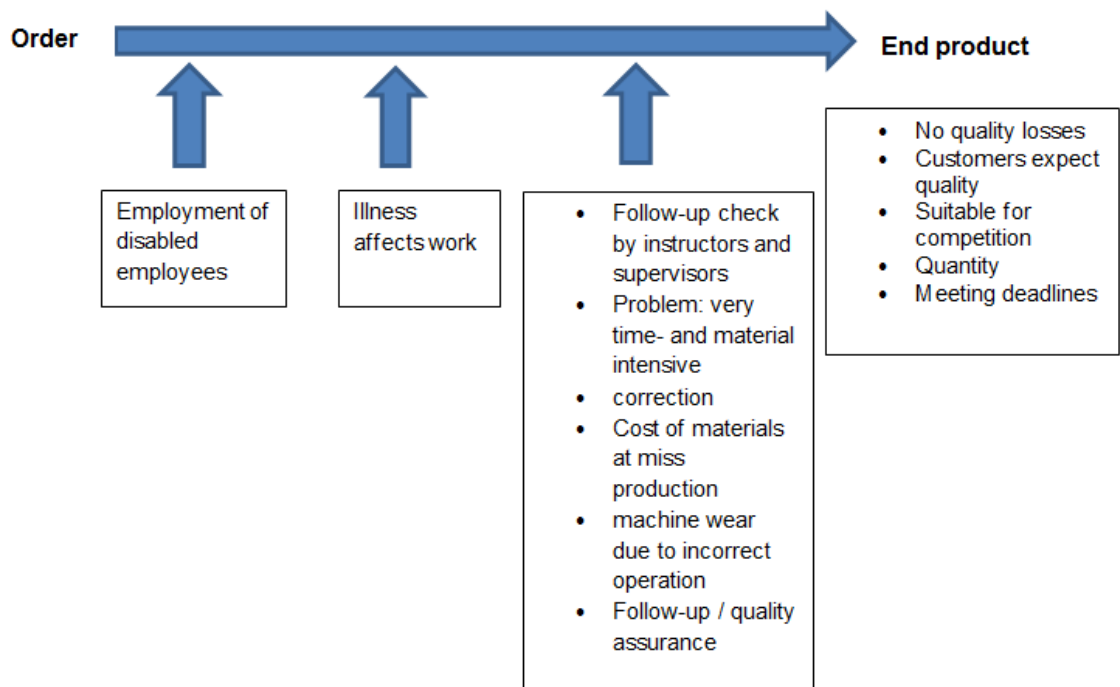


FIGURE 14: The specific challenges facing integration companies, 25.01.2013*
 (*source: Dimetria 2012)

Positive: For a company to employ disabled workers means to provide stress and incur extra costs. Disabled people, however, are more willing to work and please because they are content with the given opportunity to work. Over time, employees have the opportunity to work; what may appear as restrictions are actually steps in the direction of finding a suitable position where the worker will flourish. The following texts provide some background for positive enrichment – benefits a company can gain from employing the disabled.

- Disabled people do not need menial tasks, as they are unchallenging.
- Employees may also be blind or deaf. Though they can have limitations, they also need challenges rather than micro work.
- Some can be quite capable

Federal State Office: According to the opinion of previously mentioned Ms. Wagner, political talk does not produce progress. To simply comment positively about integration is not enough; it is necessary to act. Though initial costs may be high, as well as the cost to maintain the integration, Germany as a whole is a developed country, and therefore, able to fund this type of implementation. Improvements should be made, as well as progress. "Dimetria", while at the federal labor society level, is part of a very strong and involved network, active in lobbying.

The funding, though, is not sufficient enough to operate stably and durably; while time consuming, it can, indeed, operate safely and smoothly. In Nordrhein-Westfalen, new rules and regulations have been developed which encourage the integration. Thus, whether with a disabled background or not, an employee is able to work effectively within the integration companies, who in turn can operate safely. This is not conceivable when applied to each and every situation, as power fluctuations in different environments can change rapidly, at a disadvantage for the mentally ill.

Customers: Dimetria, from a customer perspective, acts as a complete and whole economic institution. It has been mentioned that it is not possible for customers to discredit those mentally ill, as orders can also be taken to WfbM. Because of this cooperation, Dimetria stands between acting as an economic entity and WfbM, making it difficult for it to be accepted on the market. When considering the employees' liability insurance association level, Dimetria is treated as a sheltered workshop, but on a fiscal level, they operate as a commercial enterprise. They do have a recognized charitable profit (7 percent VAT); however, clients cannot consider the disabled as a compensable cost. This has several differentiating viewpoints which have been debated, on federal, community and law levels. According to the opinion of Ms. Wagner, it should be made possible to do so because it could provide an additional incentive for the customer.

However, it is questionable. Dimetria launched a customer survey in order to determine their positioning in the market, and how to further develop their position. The key aspect to determine was the current position, their competitive advantage

and how they attract their customers. The following are four major areas which were identified:

FIGURE 15: Position of Dimetria on the market, 13.01.2013



2.3.2 Integration Company: 'completely normal...'

Ms. Wagner also believes that integration should be taught as early as kindergarten. Thus, the term "inclusion" is already introduced at an early age, processed and internalized. The term "disability" has also been the topic of several discussions. In thinking this way, it is not possible to provide an equal environment for disabled persons. While no single person is perfectly healthy – physically or mentally, disability plays a role in society as a whole. The normality and acceptance could be implemented as early as Kindergarten, so that children may develop without misconceptions and prejudice. Otherwise, while growing up, society's children already have in mind that disabled people are completely different and dependent.

An integration company is quite atypical, as they are stressed with the problems of a common organization, but they must also act as a social facility. During Dimetria's start-up, they thought of themselves as only a transition into the primary labor market. Legislators have set it that integration companies are acting only as an intermediary. Over time, it has become clear that this is unrealistic, as acceptance from the primary market is almost non-existent. Consequently, this means an employee is provided a secure framework, which is essential. In other companies, the same opportunity is not provided due to the fluctuations of performance measures.

Dimetria is able to intercept these fluctuations in day-to-day business operations. In comparison to a common organization, this is a stronger burden for Dimetria. This is easily dismissed, though, as Dimetria's sole purpose is to integrate those who are disabled.

The company Dimetria can intercept these fluctuations perfectly in the daily business life. This is a stronger burden for the whole company than for every other employer, but the Dimetria stands by that, because it is their purpose to integrate people with disabilities. They do it with enthusiasm and accept the circumstances, that the 'healthy' people have an additional burden, because Integration Companies are integrating social business enterprises. They work, not profit-maximizing, but should cover their costs, which means if they develop staff, they want to keep them course, whether disabled or not. All in all integration companies are businesses active on the primary labor market, but still offer a safe environment.

The integration also takes place within the company. Not disabled people are connected with disabled people to counteract internal distances. For this they are also working together with a regional community 'lag if – Bayern' (Landesgemeinschaft Integrationsfirmen Bayern - Regional System Integration companies Bavaria) of the integration companies in Bavaria. Together they have also the slogan: 'completely normal...'. It should clarify that all employees, in all departments, in all production steps are working together. From beyond it can happen, that it is not possible to distinguish, if the employee is disabled or not. Mental health problems can affect every person. E.g. depression or burn out, which is a real current topic in

Germany. For customers is the appearance of the workers so normal, that they do not realize the integration of disabled people in the best case. Accordingly they advise with the cooperation with disabled people, because it is their way of working on the primary labor market, but their working environment is completely normal.

To support the coexistence they have also company excursions, Christmas celebrations, summer party, as well as all other companies have. The colleagues are also spending their spare time together. Everything is working as normal as everywhere.

2.3.3 Internal measures

They have also operational measures, which can be subdivided roughly into three main steps (integration out of it): applications, reintegration and terminations.



FIGURE 16: Main steps of operational measures, 21.01.2013

1st step:

Every process in the HR starts with applications as it is in all companies. At the integration companies, disabled persons will be given always priority when providing for the performance that they desire. They are open to all, but only if a workplace is vacant. In brief, they are also an economic company and employ the employees not, caused by 'employment', but also have been trying to draw a working profit or cover costs from it. Compared to the WfbM, which aims to create em-

ployment opportunities, integration firms have to produce the target product or service offering and with a high number of disabled employees.

2nd step:

Every company which hires disabled people or having employees, who cannot accommodate their work due to a serious illness for a long time, can apply for reintegration. The employee is applying by the health insurance or the annuity insurance on their own and the Dimetria is taking this provided offer to be able to counteract against the disability best. Here consists of course the condition that they are very familiar with all possibilities and respond accordingly, to address the issue. For example the perfect design for the working place throughout the disabled employee has the possibility to have a perfect work atmosphere and they have also additional costs for the special care of mentally ill people.

3rd step:

If the reintegration was not a success, it is like in all other companies, they also have to separate sometimes by a mentally ill employee. Often, due to personal reasons that the work is too much for him (termination on grounds of personal capability) or because he simply provides so little power that it is too expensive for the company to keep him, what is a big issue in their company. Dimetria gets deficit compensation payments from the Integration Office, which may require any company, if they have set a severely disabled person under the SGB IX. They exploit this, but they also make the experience that the actual performance is far lower and this is currently an enormous problem which they have to deal with so that they do not come to an economic point of imbalance. This is by the setting of a single disabled person maybe not the case. In the company 'Dimetria' are, however more than a third of employees with a recognized severely disability and it's been a challenge to maintain the efficiency and productivity of upright.

2.3.4 Support at daily business

Social Service. There are also (ill-) return conversations with the head of department. One difference to the other economic companies is the existence of a social service. That means that they have a social pedagogue in the company, who has been working for a long time for them, so he knows all employees personally -the healthy as well as the unhealthy- and has an open ear for all people, with great dedication and expertise. He takes care of the disabled employees and he is also available for the health employees, if they need help in the instructions and in working with people who have a mental illness. This is often about understanding: 'why does he behaves differently ', 'why he reacted so strange or different than what I'm used to it?' This does not happen in a working group, but is done by, 'out-reach work '. This means that he goes to the departments, looking around, talking to department heads and he visits the workers on the worksite, just sampling manner.

They are offering also training, that means the social service organize objective training, such as 'communication with mentally ill people ', which is now already in the fourth round, as the issue is really important to the people and many want to participate. For this project, the Dimetria gets external experts who are editing this topic with the employees directly in the house.

SBV. For the perfect integration, the employees need someone where they are able to give their opinion and also their fears. As mentioned already, is here the social service staff is here on the site all the time, which is associated with the management and sets also their requirements. There is also one elected SBV with substitution, which operates independently of the executive, but works closely together with Ms. Wagner. The employee is only selected and is not optional, because the company is too small for such services. Regarding the social service, as well as the SBV, he is also very dedicated, whereby he is well known and popular by the colleagues. It is important for him to know everybody and for his engagement, the people built up trust and the colleagues perceive it, that he is all the time

available, via email or phone. Once a year he organizes a severely disabled meeting, where everyone can talk about problems or desired changes.

Integration special service. The Dimetria has a strong working connection with the integration special service, which is coming once a month to the company, on a fixed date. This special service is new and was created to provide an additional point of contact for any problems or suggestions. This contact point is also independent of the management and the employer, so that here also the severely disabled employees feel well represented.

2.3.5 Handling with accessibility

Since the project was intended as a temporary project to 20-30 persons -now they are around 170 people, they are very scattered now and accommodated in different buildings. E.g. at the printing house, they are in the basement and no doubt fully wheelchair accessible, with also disabled toilet, but there is no elevator to the first floor. This is decidedly a drawback, and was not considered and taken into account at the beginning, because the focus is on mentally ill people. Therefore it is also very naïve thinking that this device is not necessary. The real reasons are not known, but it was almost certainly occurred in this way. On the other buildings there are almost the same circumstances.

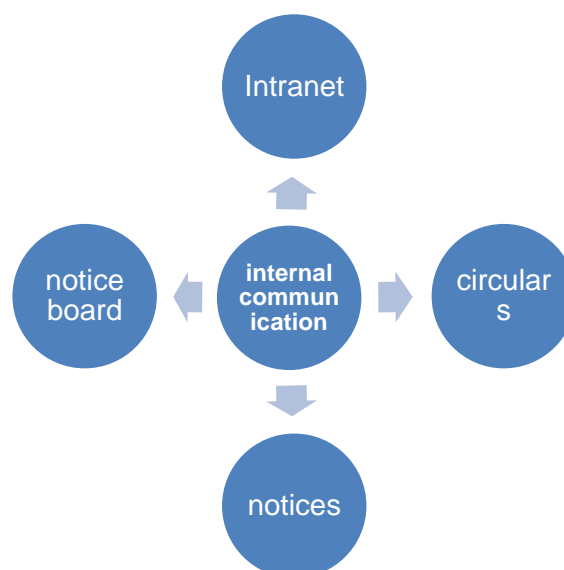


FIGURE 17: internal communication, 21.01.2013

Intranet and the Internet. Here an employee portal is being established in the near future. The integration company has 96 employees and only 45 computer workstations, which means that they might not reach all employees on the intranet. Other means of communication are more important, like circulars, notices in all offices, notice boards in every department and branches. If there are really important circulars, they are handled by the wage slip and attached, which is very simple but also very effective.

Positive examples. Not only within of the company is it possible to provide integration and inclusion, they are also able to influence external companies. Other companies have taken an example of the good cooperation in the company Dime-tria and even set a disabled person who has worked first as rehabilitant in the Job rehabilitation center and is now working in a consulting firm as part-time employee. Everyone is satisfied and is finally a very good example that integration in other companies is working very well. It is necessary to take a chance.

2.3.6 Future of the integration company

Aging Germany. At the current labor market situation, the number of unemployed severely disabled people is rising again, which is a seismograph for the future development of the unemployment rate. Who are able to communicate very well are young disabled people, more difficulties are with older workers. In this combination, Ms. Wagner clearly said, that they also set workers who are over 50 years old. It is important that they fit well with them and they also go well with the employees. However, it has never had problems in that term.

Changes for the future. They are during a complete restructuring of the company. Last year they have made a lot of effort in order to think through everything, to create a mission statement. This was in a cross-departmental in a large project group from autumn 2011 till autumn 2012. Temporarily even 40 people were involved and have welded them together very well and brought them a lot closer,

and encourages a sense of community. This is also a personal goal of Ms. Wagner: to create a sense of community from the inside out, to represent the company to the outside. Which arises only with the publication, they have celebrated last year and now it is necessary to live the mission statement and also to bring it to fruit. For this purpose, they have formed a working group, which will soon start to work. It cannot be said how this will look like, but it's definitely something that operates Ms. Wagner with a lot of engagement and support with a lot of dedication, to take the mission statement as crash barriers in the road of the future of Dimetria. This is a big task for them, but it turns out that it is a very useful tool to plan strategically, but to act economically. This is a big goal. They are also actually in the process to illuminate various departments economically, which is necessary to operate more effectively, but also to protect the jobs of all participants, which will take some time to complete.

The prejudices are there. There is no willingness to empathize with someone else and it can be seen also in the business working day. It means extra work, time as financial constraints. This willingness has to grow, which cannot be forced in to someone else. Integration companies are extremely important, because it is a tool to help people with disabilities actually receive their gifts and abilities in the labor market and to enable a good and normal job and to give quality of life. That is the mission Ms. Wagner sees for the company Dimetria and also personally.

2.4 Interview with the Internal Revenue Service Munich

Mrs. Gerber works in the Human Resources department, and is in charge of the needs of disabled employees. She handles all applications from tariff employees, and its part of her job to take care of the recruitment of disabled employees. The commitment to disabled people has increased over the years. Once the application process has been completed, the integration of disabled employees continues. It is paramount for the tax office to have a close relationship with their disabled employees. Each department has its own representative for disabled employees, as well as an overall representative for the whole authority who

advertise their work and are also a contact point for the employees. If the employees have a problem talking directly to their SBV, they can also write about fears on the tax office forum on the Amtliches Informationssystem - Official information system (AIS), and/or exchange their experiences with other employees. The official information system is the fastest and easiest way to spread news. On the whole, only the blind employees are disadvantaged by this method as they are unable to follow the exchange easily.

2.4.1 The successful integration

Problems. On paper the Finanzamt München has about 3500 employees. In reality about 500 employees are absent due to parental leave or annual leave. At present there is a huge number close to full or part time retirement. These vacancies are not being quickly filled in the civil service area due to a lack of advancing of apprentices. This is because the office has no influence on employees in this sector. A civil servant is able to get a job in the office if he passes an aptitude test whether he is disabled or not. Only the test and certificates are important, everything else is secondary, on the whole it is performance that counts. However in the tariff sector, it is possible to recruit employees whenever necessary, but as this sector is relatively small. The problem here is not fully solved. This sector includes the post office, telephone exchange, all secretaries, and those collecting data; the rest are all civil servants..

1st step: Handling of applications. If someone is due to be pensioned, retire or leave the office for some other reason, the position must be refilled and must be reported to the BAfA according to section 73 SGB IX. For this, the job is advertised internally in the job market (Marktplatz öffentlicher Dienst) for 14 days and only all employees of the authority have the opportunity to apply for the advertised job. An exception is made for the Disabled Federation, the integration services and employment agencies that subscribe to the newsletter. Each job advertisement is not specifically advertised for people with disabilities, but with the comment that the disabled are preferred.

After the 14 days, all received applications are listed, while proposals by the Federal Employment Agency may still be submitted. The department head and the SBV are consulted to collectively decide who is eligible for the vacancies in question (section 95 SGB IX). The severely disabled applicants will all be invited for an interview (this is a clear requirement in the participation guidelines for imposing authorities and in section 82 SGB IX, except for a candidate who is obviously not suitable for this particular position. Then another two to three non-disabled candidates are invited for an interview. At the interview are present in a whole:

- Disabilities Officer
- Staff Committee
- An appropriate the department head
- branch manager
- Mrs. Gerber and
- the candidates

Each unsuccessful candidate will receive a written rejection together with the return of their application folder, except interviewed candidates who will receive a phone call explaining how the interview went. Finally if the candidate is willing to accept the position, the application must be sent to the superior service authority, the regional office submitted for taxes, with a request for permission to employ this candidate. When written confirmation is received the employee can be permanently employed if he is able to submit the entry free certificate from the Federal Attorney General to the tax office. Thus, the application is complete.

When he is introduced by the BAfA, the tax office gives them a call. This is necessary to determine the percentage of disabilities to pass the information on to 'REHADAT' -which is an information system for the vocational rehabilitation- at the end of the year. Recorded here is the number of disabled employees in relation to

the total numbers of employees. This ratio is not available to the public, however the tax office provides the data to the State Office of taxes, who collect all the information and report it to the Ministry. The Ministry then reports this to the BAfA.

2nd step: Company medical service. Before a disabled candidate starts work exists the opportunity for all applicants to be examined by the company medical service, but which is rarely taken up. This service acts for the tax office like the integration special service and can decide whether changes need to be made to the workstation or similar. This is especially important for newly employed blind candidates. E.g. if the employee is completely blind, it would be necessary to purchase a braille display, however if the employee is only severely visually impaired, a greatly enlarged screen may suffice. This can also cause a problem, as the forms often carries many pages, which can make it a complete task. In general, adaptations/modifications in the workplace of the employees themselves or the department are requested through the company health service. They give very competent advice as they have appropriate expertise for this service.

During the six month probationary period, the new employees are very closely scrutinized and examined, as it is a fact that severely disabled people are notoriously very hard to dismiss and only with much effort and time. The telephone operators especially are carefully checked by Mrs. Gerber that everything is working and whether improvements are necessary.

3rd Step: Communication with the integration office. Support from the integration office is necessary, if for example a blind employee is hired and a new work equipment they needed and request for assistance for financial assistance is required.. The Finanzamt has already had bad experiences, as everything is very bureaucratic and a lot of information is required, which is in their view is not necessary. Moreover, for example a blind employee needs to be registered with the integration office a few months before the start work. This can prove very time consuming and cumbersome. They finally receive a delivery notice and they can only adjust the workplace for the employee, if they also have the invoice. The

ability to record the work can only be given if the employee has a fully equipped work place.

It is the same, if new equipment is required. First a proposal is made with an estimation of the cost and a justification as to why the cost is necessary. In some cases the integration office has also requested the employee's pay stub, which according to Ms. Gerber is unnecessary, because the employer and not the employee is responsible for equipment in the workplace. In these special cases the tax office is of the opinion that it is unnecessary bureaucratic. At other times, when help is needed it is quickly given. According to Ms. Gerber this is an area that clearly needs improvement.

4th step: Control. Supervision of the staff is primarily with the supervisor. Things that play a role, whether the team works well or if it is necessary to change the work environment. They have learnt by experience that able bodied employees working with disabled employees get a greater understanding of their disabilities and are in the future more willing to work again with disabled colleagues.. Here the tax office have been experimental in the sense they have placed a disabled employee in an office, with employees who have no experience of working with a disabled person. If the working climate does not fit, they will think about changes and if all else fails, return to the original configuration. It is often the older employees, with no experience of integration that are skeptical at first. Mrs. Gerber expressed the opinion, that it did not seem to make any difference whether or not the employee had already had contact with disabled people in their childhood.. The social thinking is individual and often changes over time. At the outset, however, it cannot be said whether cooperation will work or not. It depends on the disability, the nature of people and the mutual behavior. In conclusion, they have also experienced that disabled employees are very happy that they have an opportunity to get a job in the primary labor market and prefer it, if they can work together also with employees who are not disabled.

5th step: Prevention of prejudice.

- Personal meetings: Correct integration of the employee also depends on the staff. Much can be achieved by a personal meeting explained Mr. Gerber, they can relate to the fact that not to be disabled is a gift. Better integration can be achieved by informing employees about, what it means to be disabled.
- Balance: Integration must also remain balanced. To employ only disabled employees, in an area such as the telephone exchange would not work, because there also have to be also people who work alongside them who can also help with things in which the disabled employee is limited, e.g. dealing with the transition to complete self-service cafeteria. Working groups or similar are rare in the tax office, because each employee has an individual disability and which must be handled differently. Important again is that a disabled employee has to complete an internship in order to know whether they get along with the potential colleagues.
- Company sports: are also an important integration aspect in the tax office e.g. table tennis, football, chess, bowling, football authorities and tax office-orchestra. It is not obligatory for the disabled employee to publicize the fact that they are disabled to the other employees, Mrs. Gerber explained that the theme is handled with discretion and only necessary information is given to the employees. Everybody can decide for themselves if they want to talk about this special situation.

The strong engagement of the disabled by the tax office is due to the fact that it is required by law and conscientiously implemented. The figures for 2012 have not yet been published, the tax office assumes, however, that last year they may have had a disability rate over 7%. This large share is due to the size of the office, alone the mediation department is staffed with 15 employees, and is specially designed for people with disabilities. The workplace is so technical equipped that it is possible to employ four blind people. This type of integration works very well and they also try to experiment with other departments, e.g. the authority is trying to integrate hearing impaired or completely deaf employees in the post office. Since

this is still at experimental level, the tax office does not yet know whether it is feasible. It can also be the case that they lose an employee. Here, the tax office offers, as mentioned earlier, an internship, and it is clear whether the intended job is also suitable for the disabled person. Finally, it can be said that it is especially important to assess whether the understanding and cooperation within the team works.

2.4.2 Assistance for a better working environment

Job assistant. Job assistant, as lector forces is available in two or three places for blind people. The job takes over civil servants and tariff employees, who are regularly come across the normal recruitment channels or application, to the authority. Instead the tax office does receive the grant of the integration offices and pay the salary for the job assistant on their own. One reason for this is that the personal relationship of the disabled employee is important and not to each other if both employees cope, it is difficult to work closely together. Last it is very stressful and labor intensive as well to organize a job wizard in the integration office, because the situation will have to be explained in detail as mentioned before and also the assistant is obliged to help only one person.

Accessibility. The existing technology is argly deficient which will not change in the coming years. The special office software is complicated because it involves special safety standards and is designed specifically for the tax authorities. It is difficult to navigate through the system and tables might possibly built up incorrectly and therefore difficult to read. Even if the computer had the ability to speak, it would be still difficult to imagine the tables and handwritten documents themselves could be read by a scanner. The buildings are generally accessible, but it will take time everything is perfect e.g. self-opening doors. This process can be improved over the years. Technology alone provides no guarantee for a barrier-free environment, because above all the insight of able-bodied must be at hand in order to ensure a good environment. The intranet is under construction, with the

target to be accessible as well. Here it is essential that disabled employees give advices, if they cannot read something or need help.

Internal communication. With the hearing impaired the employees are only using internal e-mail and SMS traffic. The other disabled employees receive help immediately when setting a list of all reference. This serves the purpose of giving disabled employees the opportunity to report at any time, if they have problems. At the tax office, it is a matter of course that every employee comes to help, even if that means he has to look for a blind person throughout the city, because he has lost his way.

2.4.3 Future expectations

Federal government. The government should encourage more, especially the quotas. It has also been discussed in the working groups that the law should implement, an obligatory disability rate of 7%, because in practice, it is the case that one rarely takes the initiative, unless everything is made mandatory.

The BEM is too bureaucratic and costly. Basically reintegration is very important for Mrs. Gerber, also that the employee remains well informed and can be assured by this. However, the employees are very confused when they have to read a lot of forms and opt for this reason often against the BEM and only a fraction takes of them take the time to complete these forms. Often, the BEM is not necessary and a conversation with employee and employer is sufficient. The employees can make it stressful for themselves, because they make too much of what others think and whether it is still possible to carry on the work. The federal government should invest more in effective and easier bureaucracy to ensure the fastest possible use of available support.

Other companies. Mrs. Gerber voiced the opinion, that other employers have problems with integration, because they do not often take the time to gather all the relevant information, also it is difficult to fire disabled employees. In some situation

it is difficult to get the approval of the integration office. It makes the company seem really harsh. Although this is not really understandable as the Federal Government want to protect the disabled person, who has found the opportunity to work in the first labor market. However, it can escalate to a major problem if the work is far too unproductive or disability increases over time becoming as unreasonable burden on a company. It can degenerate so far, that the company has economic problems and becomes necessary to introduce austerity measures, then the good workers are laid off, because the companies have no way to fire the severely disabled employees. This is why during the probationary period, a great emphasis is placed on ensuring that the disabled employee will fit in with the rest of the team. In one example of the tax office, the disabled employee had a drinking problem. A request was sent for legitimate termination of the employment which was declined by the integration office on the grounds that disabled people have difficulty in acquiring a job. They never will find a job again.

Inclusion. The inclusion is defined by law and the tax office Munich try to maintain or even expand their efforts. Currently they have a trial with a blind section manager. However, this has also limits, as the tax office system is not accessible for blind people and leadership can be problematic as it can cause bad feeling if it is not possible to see the employees. The individual task areas need to be considered in more detail. When certain subject areas and activities cannot really be performed by a disabled person, different tool can be tried. It maybe that the work cannot be completed in principle by a disabled employee or there maybe a way that the job can adjusted so that the disabled person can work effectively. This is more an issue of 'trial and error'. The tax office will try out options and then try the successful ones in other departments. Here the collaboration with SBV representative in each department works well and is very important for the Human Resource Management, they also represent different views nevertheless the communication is very good.

Mrs. Gerber also is the opinion that although it is impossible to completely eliminate the barriers that severely disabled employees can be on an equal footing with abled bodied employees, at present far too little has been achieved. Maybe if

there is proper regulation by the Federal Government, then the probability of implementation would increase. If not quickly improving, but at least gradually. Mrs. Gerber believes that the tax office is a long way from inclusion, as well as other authorities. Managers in all stages are told that they must integrate disabled employees, but a precise plan, of how to achieve perfect implementation is not available. A better development here would be 'better integration' which is also there from equipment. An inclusion is still a very long way off, as is accessibility in relation to the software used by the tax office Munich, it would be very stressful to change an entire software system and it is still a very long way in the future.

3 CONCLUSION AND DISCUSSION

This research has been started based on the perpetual discussion, of the disadvantage of marginalized groups of people, in this case the disabled people. It has been discussed about the integration in organizations. It is a long process, which requires time and knowledge. Finally these are precisely the points why companies in Germany employ not with this issue, even if it was set by the legislature.

3.1 Conclusion

Integration within an organization and the appearance on the outside is becoming increasingly important because it saves costs, is required by law, and an asset to the entire organization. The company is already talking of inclusion, which in practice cannot be implemented and realized as the integration way has not complete by now. This can be explained in summary, that the company must complete that integration in order to turn to the inclusion.

Before dealing with people with disabilities, it often happens that people does not worry about that other people are restricted in their daily lives. Able-bodied drivers use disabled parking, people leave bicycles unattended in walkways or construction sites are not properly cleared of hazards, so that blind people can cross the road. This carelessness is no purpose, but for physically disabled or blind people means it a complicate life. In addition, disabled people are only partially limited; in their minds they can think very clear and can enhance a company also like completely normal, like everybody else. It must be recognized that disabled employees are an enrichment for the entire company, as they work strong and are happy at work, as that they represent a serious problem for the company. Researchers found out, that they are less sick and do any work that is imposed on them.

For companies it is crucial, that it is enshrined in law that it is necessary to insert for disabled people. Certain directions are explained to tackle the integration. However, in the epic part it has been found, that companies do not keep in mind what is prescribed and even do not know the possible options. The support of state institutions is to assess partially positive, but it is necessary to improve sections, to ensure fast and reliable integration can be performed. In a company there have to be worked out different plans for a better daily working integration, all in all the following points are important:

Controls during the working life:

A disability may also arise in the course of a working life, to prevent this problem a company has to recognize who cannot develop the work completely, because of personal problems. If there are problems in the social environment or in private life, the employee also projected this on the work. Throughout it is next to the company that all employees are able to give a 100% performance and if this is not the case the company should be able to recognize and try to fix this, because mental health problems can be prevented and thus a disability. Thus, it is not only important that a company, which operates on the primary labor market, supports the employees when they develop a disability during the working life, but also to avoid them.

Information:

The theory is the basic of the integration of disabled people on the primary labor market. The key components to which one must turn as firm are: the SGB IX, the integration offices, the BMAS and the BAfA. These not only provide support and information for each question, but help strong to a better working environment and reintegration on the primary labor market. To expand the base, it is necessary to acquire hands-on experience outside the theory of other organizations. It is important to participate in events or training sessions to each other on-site experiences.

Accessibility:

An important step towards the integration of disabled people is a completely accessible work. Not only the building and the work environment must be made accessible, but also the barriers in people's minds. The company itself needs a head and socially engaged employees who also follow this path in order to set an example for the rest of the staff. It must be internalized by firms' internal approaches to integration, to overcome prejudices. Finally this action will guarantee a basic of smooth working life for disabled employees.

By the limitations of the disability, it is necessary that people are set to their abilities. During the application the disabled person has to give the HR the severely disability certificate, so it is really sure, that he is disabled. After setting, the HR has during the recruiting other approaches, as with non-disabled people, since any obstruction is different and therefore also the ability to be used differently. Thus, it is necessary to interview and to test for the workplace each person individually. This decision is placed often through an internship or precise control during the trial period. Each company has their own HR strategy and there is no research in the internet. As a conclusion, this part of the integration could be more researched in the future, to find a easier and fast way of recruiting methods.

Results.

- Future visions are essential and partly required in theory, but for a wide realization it will take a long time. There is less instructions and no correct approach where to begin. Another problem is, that the integration by now has not end and so far it is not possible to think about the future.
- The employment protection is important, but deters many companies from and not without reason. In most cases, it is possible to dismiss the employee for some reason; however the decisions of the integration offices are often incomprehensible. Instead of help, the disabled person is going to be

undamaged and for this reason companies often do not want to make the effort to hire him.

- Not only trust has to be built up by the company, also prejudices and barriers in the minds of the non-disabled employees and the customers have to be changed by the company itself, without the help of beyond.
- The theory explains objectively and meticulously, like a disabled person can identify himself, as he can use to offset its disadvantages, and what 'benefits' there are when it has become severely disabled. But the theory does not consider that the most disabled people are very sensitive and need to build trust to themselves and to a company. Finally the trust has to be organized by the company itself, since it is not talked about in theory.
- To provide all information and guidelines, in practice there have been formed associations on the task to support disabled people and companies to offer training to jointly discuss the current issues and to consider the benefits. Here are the employees of many companies, who are working for disabled people and exchange ideas with each other. This is rarely mentioned in the theory, but in practice this is essential for survival and is mainly perceived by the SBV, which could in turn be extended for HR yet.
- Not only the public authorities are able to set disabled people, but also the integration of companies that are partially subsidize have to despite an economic enterprise and found as well a way to come perfectly clear with the integration of disabled employees. It is often the only barrier in the minds of people who do not make it possible to set a disabled person, as prejudice and ignorance, it is often impossible to allow other views. The customer or even the employees themselves often remember nothing of the disability of the other. Accordingly it can be regarded as perfectly normal if it only allows.

Suggested solutions.

- The BMAS and the BAfA have to make more advertising of their support, e.g. Job 4000 because it is not known by everybody. It is also necessary, that disabled people are getting trainings and workshops to learn more about their rights and possibilities on the primary labor market. Or at least leaflets with easy language.
- The legislative is unclear in many ways and especially for people with disabilities themselves very opaque so that many offered assistance will not be accepted. For this purpose it would be necessary that the state make the necessary legislative accessible and simplify the bureaucratic things to all people involved to make it clearer and better. Thus could the respective needs are satisfied and a better integration can be made simpler. However a solution here would be that experts of the economy communicate with experts from the government, with the target to find solutions together. E.g. The perfect inclusion way in practice, so at the direct primary labor market is not explanation at theory.
- HR has to work more closely together with the SBV and the VP. One suggestion in this combination is, that the HR is organizing trainings and workshops that employees and manager are able to learn more about Inclusion and what it means.

3.2 Discussion

The question if the theory supports or not supports the research of this thesis has his balance. In politics it is known that this problem prevails, but a clear approach about it is not explained. Theoretical material can be found on the internet and in special books and brochures. The data itself is from the last five years, because the whole severely disability law is very young and the theme is still discussed in the politics. Only if the backgrounds have to be explained more closely, the data is from earlier years. Without question to grant accessibility for blinded people and strong visually impaired people, the internet is the best medium to present the

possibilities for disabled people. Here the homepage producer can add functions to increase the font size or the opportunity to read aloud the written text. Consequently it can be explained why the most sources of the thesis can be found on the Internet. Particularly, this explains why the advisers of the BMAS or the BIH are also available on the Internet.

Although the Internet expands the opportunities for blind people to their rights to be aware, in practice it is still mostly written in difficult language, which does not act in the sense of people with a lower level of education, in terms of most people with disabilities. If then also the companies are not up to date, it will be difficult to navigate for those people on the primary labor market and also to take the opportunity to use the offered rights.

The practical part is limited to the perspective of two authorities and an integration company. The first one was the VP of the disabled employees; the second was the commissioner of the integration company and the last one was the view of the Human Resource Management. The different views and approaches of the interviewed people were shown and explained. These are perfect examples because they have managed to integrate the disabled people greatly. However, in the interviews, only one point of view was considered. To have a more deep expectation of the thematic, it would be necessary to interview a larger number of people and also ask companies which are, for example, as a handicraft on the primary labor market. However, this is beyond the scope of this work and since this is a very critical issue, it was not possible to interview the author of businesses, even if it was known that they have a better than average disability rates. Generally it must be added that the integration of disabled people does not depend on only one person, it must be the whole company behind this issue and a support stand. From the workers themselves, the staff, the department, to the top management. In other words, you need a driving force that prevails and is committed heart and soul for people with disabilities and it is these people were backlit by the author and was able to find out what it means to integrate disabled people in a company and to get the results, just by the power of one man.

TABLE 9: Basics to start the integration, 30.01.2013

Basics to start the integration		
<u>Steps</u>	<u>Necessary procedures</u>	<u>Target</u>
<p style="text-align: center;">1</p> <p>Setting/Find the perfect person for the job as representative</p>	<ul style="list-style-type: none"> - Campaign for disabled people - Strong effort - Knowledge about SGB IX and all possibilities 	<ul style="list-style-type: none"> - To be known in the whole company - Knowledge to help and give the information to the disabled people
<p style="text-align: center;">2</p> <p>Trust to employees and management</p>	<ul style="list-style-type: none"> - Employees are willing to learn about their rights and compensations disadvantages - Management has to stand behind the work 	<ul style="list-style-type: none"> - Employees to go to the representative, if they are getting e.g. disabled during working life - Better condition to change something in the company
<p style="text-align: center;">3</p> <p>Relationship to HR and associations</p>	<ul style="list-style-type: none"> - Application-management to set disabled employees - E.g. BAfA, integration Office, VdK 	<ul style="list-style-type: none"> - Applications are the first and most important distance for integration - To be always up to date - Exchange of experiences

In the critical examination of the thesis, put still outstanding issues that must be addressed well by separate and additional analyzes. In the work is discussed mainly on what ways a company has to start integration through the law and the practical part describes how other companies have managed to create a positive and effective integration path. All in all, these paths of integration are critically examined and investigations are carried:

- How to improve the communication between the different departments internally in the company, or external communication? So that each department and company is informed optimal?
- An offense that is apparent in the work or the development of integration in kindergarten. Can the social behavior of people be changed if they already get from small how to integrate people with disabilities? Are these people

also more open to work with disabled people directly at work together? Could through these fates as in the case of Birgit be avoided? Existing barriers could be prevented in the minds of people and therefore the integration can be seen in the primary labor market than normal?

- How can the communication with the integration office be improved?

In the theoretical part is only a basic and a assistance if someone is able to integrate people on the primary labor market. But the perfect integration way is not explained. It is addicted to the companies to search for theoretical data and to decide, what is important for the company. To have accessibility in the whole company and to have a personalized working environment for every employee is basic, but how to handle with applications and which measures are taken to prevent measures is the part of the practice and every company has to find its own way to handle this themes. One example for a possible way shows the following figure 17.



FIGURE 18: Principally way of integration, 30.01.2013

By the limitations of the disability, it is necessary that people are set to their abilities. During the application the disabled person has to give the HR the severely disability certificate, so it is really sure, that he is disabled. After setting, the HR has during the recruiting other approaches, as with non-disabled people, since any obstruction is different and therefore also the ability to be used differently. Thus, it is necessary to interview and to test for the workplace each person individually. This decision is placed often through an internship or precise control during the trial period. Each company has their own HR strategy and there is no research in the internet.

It was in the sense of the author to show only positive examples of integration of disabled people in the primary labor market. This has the consequence that the result therefore is very positive and it stated that the integration of disabled people is always possible. Here is taken in mind that the integration where appropriate in certain companies is not possible and that handicraft businesses here have very different problems with integration, as there are not only office work, but there have to be done much with his hands. The integration of business here is a prime example and will also cover handicraft occupations. The purpose of the thesis is not imposing any company that it is the perfect way, like it is presented, but it should be explained that each company has to deal with it individually. The following two questions could help to have integration in handicraft companies, with less expenditure:

- Has the company possibly disabled employees who themselves have no idea that they need to be encouraged? → Do research and check what support can be getting by the integration office or the BAMS.

- What are the steps that we have given to another company or do the machines, which can also be set up specially-house jobs for people with disabilities? → More accurate work than by machines and thus an increase in quality?

The theory in the well-intentioned demands and approaches is needed, but can be performed in practice is limited. Many disabled people are left behind, because they are not in a position to understand the theory entirely, and the companies often do not have the patience to get through the legislative chaos; support, although well meaning, but often not applicable or not flexible enough, and compensations are too low, as it would get them to save these companies and to improve the percentage of disabled quota in the company. In brief the theory is required, to encourage the companies to put into practice the employment of disabled people. The problem here is that the theory does not reflect the reality in many ways and therefore cannot be implemented, even if it is intentional.

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APPENDICES

Interview questions (in English):

Personally questions (not necessary to answer):

1. What is the reason why you are supporting disabled people?
2. Did you have contact with disabled people before you started to work in this company?

Integration way in the company:

Beginning:

1. What was the reason for your strong engagement and since when did you start supporting disabled people?
2. Which problems existed at the beginning?
 - Barriers in the building and on the working place (work environment, intranet/internet)? Transportation to the company? (Bus, public transportation, parents of the disabled person?)
 - How far was the integration office involved? Where you able to use the integration assistant? Do you think, the job pre-training is useful?
 - Did you have job integration before the setting of the disabled person?
3. Was the BAfA a help for your work? Did they support you and your work?
4. Do you use BEM?

Applications:

1. How do you act with applications? Are you as SBV a public contact and is it able to contact you before the application is done?

2. Do you make differences during the job interview between disabled people and not disabled people? E.g. Assessment Center?
 - 'yes': why do you make differences?
 - 'no': If you act like that, what is the reason for that? Do you think about the 'equality' and discrimination act of every person?
3. Who is involved during the job interview?
4. Have you already settled people, who have worked at the WfbM in previous days?
 - 'yes': how did you become aware of the person?
 - Did he come on his own?
 - Did you notice him, because of the integration offices or the BAfA?
 - Is there a difference between people who have worked in WfbM in previous days?
 - 'no': Have you never thought about this or are there other reasons?

Controls:

Do you have controls in your company after the settlement of the disabled people?

- Feedback with the disabled people? If he feels comfortable responding to the work environment and the colleagues?
- Do you have a look around, if everything is ergonomic correct?

Colleagues:

1. Do you also have feedback with the other employees, to have an overview of both parties?
2. Can you make a positive balance of the cooperation or do you also have negative experiences? (The single employee or the whole company)
3. Is it true, that the combination of disabled and not disabled employees benefits the working climate?
4. Do you also have mobbing or discrimination in your company?

5. Do the employees have or had prejudices against disabled people? Have you had 'integration workshops' or sport events in your company?
6. Did you have disabled people who felt uncomfortable and terminated the employment?
7. Do you think, that the people should grow up with disabled people (beginning in the Kindergarten) to have a stronger social feeling and to be sophisticated in the contact of disabled people?

Federal Government:

1. Do you think that the Federal Government should put more effort on the integration of disabled people?
2. Are the initiatives of the government useful? E.g. job 4000, Job Offensive?
3. Should they put more money in advertisement?
4. Higher compensations?

Other companies:

What do you think is the reason, why not many companies are able to support disabled people?

Future:

1. What are your plans for the future?
2. Do you think the 'Aging Germany' is a problem in the near future?
 - This means more elder people in the company. Do you think this will be a problem?
 - Would this be a strong change in your company?

Interview Fragen (Deutsch):

Zur Persönlichkeit:

1. Aus welchem Grund setzten Sie sich für behinderte Menschen ein? Gibt es hierfür eine Vorgeschichte?
2. Hatten Sie vor Ihrer Arbeit im Finanzamt München bereits Kontakt mit behinderten Menschen?

Integration:

Anfang:

1. Was war der Auslöser für Ihr starkes Engagement? Seit wann setzten Sie sich für die behinderten ein?
2. Welche Schwierigkeiten hatten Sie zu Anfang?
 - Barriere? Gebäude und Arbeitsplatz? Verkehrsmittel? (extra Bus gechartert oder durch öffentliche Verkehrsmittel? Die Familie des behinderten Menschen?
 - In wie fern war das Integrationsamt für Sie eine Hilfe? Wurde Ihnen ein Integrationshelfer angeboten? Waren Sie in der Lage alle Leistungen in Anspruch nehmen? Denken Sie, dass die Berufsvorbereitungskurse wirklich von Vorteil sind?
 - Hatten Sie eigene interne Berufseingliederungen?
3. In wie fern war die Bundesagentur für Arbeit für Ihre Arbeit eine Hilfe? In wie fern haben Sie mit dieser kommuniziert?
4. Verwenden Sie Eingliederungsmanagement?

Bewerbungen:

Wie gehen Sie bei Bewerbungen vor?

1. Ist es möglich als behinderter Mensch schon vor der Bewerbung Kontakt mit Ihnen aufzunehmen? Wie werden die Bewerbungen behandelt?
2. Wenn es zu einem Bewerbungsgespräch kommt, sind Sie immer vor Ort? Welche Personen sind hierbei involviert?
3. Machen Sie Unterschiede zum Einstellungsverfahren? Z.B. Assessment Center?
 - Wenn JA: Welche Kriterien sind davon abhängig, dass Sie unterschiedliche Verfahren anwenden? Oder sind es allgemein alle Behinderte?
 - Wenn NEIN: Berufen Sie sich auf die Gleichbehandlung und das Diskriminierungsverbot?
4. Denken Sie, dass behinderte in der gleichen Weise beurteilt werden können, so wie nicht behinderte Menschen?
5. Haben Sie bereits Behinderte eingestellt, die in Behindertenwerkstätten tätig waren?
 - Wenn JA: wie wurden Sie auf die Person aufmerksam?
 - Hat er sich selbst gemeldet?
 - Wurde Sie von den Integrationsämtern vorgeschlagen?
 - Oder wurde er von dem Arbeitsamt vorgeschlagen?
 - Gibt es im Vergleich zu Menschen, welche noch nie in Behindertenwerkstätten gearbeitet haben einen Unterschied?
 - Wenn NEIN: Haben Sie einfach noch nie darüber nachgedacht oder gibt es hierfür andere Gründe?

Kontrollen:

- Führen Sie nach der Einstellung der Mitarbeiter auch Kontrollen in Ihrer Firma durch?
 - Feedback mit dem Behinderten, ob er sich wohl fühlt?

- Begutachten ob seine Umgebung ergonomisch perfekt für Ihn ist?

Mitarbeiter:

1. Feedback mit den Mitarbeitern?
2. Ziehen Sie eine positive Bilanz aus der Zusammenarbeit oder ist diese in irgendeiner Weise auch negativ? Einzelne Mitarbeiter und für die ganze Firma?
3. Stimmt es, dass durch die Integration von behinderten Menschen die allgemeine Arbeitslaune besser geworden ist?
4. Finden Mobbing oder Diskriminierungen statt?
5. Hatten bzw haben die Mitarbeiter Vorurteile? Veranstalten Sie ‚Integrationsworkshops‘ um eine höhere Aufklärung möglich zu machen?
6. Gab es auch Behinderte, die sich unwohl gefühlt haben und gekündigt haben?
7. Denken Sie, dass eine Förderung bereits im Kindergarten dem sozialen Engagement vieler Mitmenschen fördern würde? Denken Sie, dass hierbei auch die Aufklärung der Kindergärtnerinnen und Lehrer notwendig sind?

Einsatz der Bundesregierung:

1. Denken Sie, dass sich die Bundesregierung besser einsetzen könnte?
2. Sind die Initiativen der Bundesregierung auch wirklich wirksam? So wie Job4000 oder Job Offensive 2010 (Arbeit, trainieren, unterstützen) oder Initiative Inclusion (gehen auch zu Schulen und reden mit den Kindern, was sie werden können oder was sie planen und helfen ihnen bestimmte Wege vorzuschlagen)
3. Sollten Sie mehr Werbung machen? Z.B. Broschüren an Firmen
4. Höhere Abschlagszahlungen?

Andere Firmen:

Was denken Sie ist der Grund, wieso Sie einer der wenigen Firmen sind, die sich für behinderte Menschen engagieren?

Zukunft:

- Was sind Ihre Pläne für die Zukunft?
- Denken Sie, dass das alternde Deutschland auch ein Problem für Sie wird?
 - Alternde Menschen bedeuten mehr Behinderung in naher Zukunft, denken Sie, dass das Sie auch betreffen wird oder ist es bereits Präsent?
 - Wäre es für Sie eine große Umstellung?