

UTILIZATION OF BLIND, DEAF, AND ORTHOPEDICALLY
IMPAIRED EMPLOYEES IN SELECTED
OKLAHOMA RESTAURANTS

By

WILLIAM EMMETT RYAN III

Bachelor of Science in Hotel and

Restaurant Administration

Oklahoma State University

Stillwater, Oklahoma

1981

Submitted to the Faculty of the Graduate College
of the Oklahoma State University
in partial fulfillment of the requirements
for the Degree of
MASTER OF SCIENCE
May, 1984

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Thesis Approved:



Thesis Adviser







Dean of the Graduate College

ACKNOWLEDGMENTS

The author would like to express gratitude and appreciation to the members of his thesis committee. Their help and guidance throughout this project was invaluable. Special thanks is extended to Dr. Lea Ebro who, as my major adviser, provided the direction and guidance needed to complete my degree, as well as this thesis. Sincere appreciation is also expressed to Dr. Baker Bokorney, Professor and Head of the School of Hotel and Restaurant Administration, for his expertise and advice, both during this study and over the years. For assistance in developing the focus of this research and assisting in designing the questionnaire, I would like to express my gratitude to Dr. William Warde, Associate Professor, Statistics Department.

Special thanks to my parents, Bill and Pat Ryan, for the support and love they have shown through the years. The values they taught me have provided an excellent background upon which to build my life.

Finally, words cannot express the sincere gratitude and appreciation I feel toward my wife, Rita. The value of her patience, understanding, support, guidance, and hours of typing is too great to be measured. This thesis is dedicated to her with love.

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CHAPTER I

INTRODUCTION

Nearly every foodservice employer is familiar with the manpower problems which plague the industry. The labor turnover rate in the foodservice industry is notoriously high, many times higher than for industry in general. In many restaurants and hotels, it is an almost incredible four times a year! (Fanning, 1977, p. 51).

Managing this turnover problem can be difficult. The most experienced manager can find himself with severe labor shortages. These shortages, or turnover, can be caused by factors that are uncontrollable by the restaurant manager. Some uncontrollable factors are: economic conditions, accidents or injuries, location of the establishment, availability of trained employees, and the reduction in the number of young people entering the job market due to the end of the baby boom. "As the employable youth population dwindles due to slowed population growth, handicapped persons could be one viable source of employees" (Radwell, 1980, p. 1).

Physically handicapped people can be used constructively in a working situation to relieve manpower shortages and provide a good personnel base for an extended period of time.

'Hire the Handicapped--It's Good Business.' Most everyone has heard that slogan before. It was constituted during a time that, while not too long ago, is rapidly passing into history (Hippolitus and Nesbit, 1977, p. 37).

This slogan is simple and to the point. Hiring the physically handicapped is good business for the employer and the employee.

Business people are usually motivated to assist the handicapped for the following reasons: (1) to comply with the law; (2) because of personal experience with a handicapping condition (afflicting either themselves or others close to them; (3) from strong commitment, sometimes based on religious beliefs; and (4) to gain a cheap and quick method of public relations (Adkins and Pati, 1980, p. 15).

The employer may be motivated to hire the physically handicapped individual to take advantage of tax legislation such as Public Law 95-600, the Targeted Jobs Tax Credit. In addition, physically handicapped individuals can be nondistracting in their work environment. An example of this principle is putting a wheelchair under a desk so that the individual and his/her rehabilitative equipment do not distract or detract from the work of others in the area. Whatever the motivation for employing the handicapped, ". . . the handicapped person must have access to any service available to a nonhandicapped person" (Mancini, 1979, p. 2187).

Purpose and Objectives

The purpose of this study was to identify the extent to which physically handicapped individuals were employed in selected Oklahoma restaurants. Utilizing the physically handicapped in employment programs is important. The type of handicapped individuals employed and the placement of these individuals in the organization were important factors that needed to be investigated.

Specific objectives for this study included:

1. To identify the characteristics of the restaurant where the physically handicapped individuals were employed, including style of service, approximate volume of sales, approximate population of the city where the restaurant is located, the average age of the building, and the classification, by hours worked per week, of the restaurants' employees.

2. To identify the classification, by hours worked per week, of physically handicapped employees.

3. To determine the tenure of the physically handicapped employees.

4. To identify the department or work station to which the physically handicapped individual was assigned.

5. To identify any problems or adjustments made by the employer and the employee concerning operating systems or physical layout.

6. To identify any foodservice training the physically handicapped employee has received and to assess further training needs.

7. To determine any changes needed for increasing the effectiveness of training for the physically handicapped and to identify any instructional materials needed for this training.

8. To identify skills looked for in prospective physically handicapped employees and programs for increasing the involvement of the physically handicapped in the employment process.

9. To describe reasons given by employers for employing or not employing physically handicapped individuals.

Assumption

For this study the following assumption was made:

The answers to the questions on the survey will be the honest reflection of the current situations in Oklahoma restaurants rather than ideologies perceived by the respondents.

Limitations

The following limitations were accepted in this study:

1. The physically handicapped individuals that were studied were either blind, deaf, or physically disabled as to require the use of a wheelchair, walker, crutches, or other physical support devices.
2. The individuals with handicaps of blindness or deafness may be under-reported, due to the fact that the survey respondent may not be aware that the individual has one of these handicaps.
3. Individuals with physical handicaps that are obvious to the survey respondent will be reported with more accuracy than individuals with the handicap of blindness or deafness.
4. Due to the small number of returned questionnaires, the results of this study can be generalized only to the respondents.

Definitions

For this study the following definitions will apply:

Handicapped:

A handicapped individual is one who has a physical disability that severely limits one or more major life activities, such as caring for oneself, walking, breathing or performing manual tasks; or has a record of such a handicap; or is regarded by others as having such a handicap. Included are vision, hearing or speech impairments; impairment of physical ability because of amputation, loss of function or coordination or other health impairment requiring special services or education (Breyer, 1981, pp. 47, 49).

Blind:

The legal definition of blindness is 20/200 or a field restriction of 20 in the best eye with the best correction. A loose interpretation of this figure is that a person with 20/200 vision can see at 20 feet what a person with perfect vision sees at 200 feet (Pound, 1980, p. 6).

Deaf: An individual is considered deaf when the individual's hearing capability, with the best correction possible, is still below the legal definition for deafness. The legal definition of deafness is hearing capability less than 90 decibels through the speech frequency in the best ear with the best correction (Beeby, 1983).

Orthopedically Impaired: An individual is considered orthopedically impaired with one or more of the following impairments: wheelchair bound, single or multiple amputee, impairment caused by disease or birth defect, permanent use of crutches or cane, or loss of function in the arms or legs that prohibits normal activity.

CHAPTER II

REVIEW OF LITERATURE

Introduction

There are very few of us who are not handicapped in some respect. Most of us, even if we are handicapped, manage to do our work without too much special consideration being given us in the way of job placement (National Association of Manufacturers, 1964, p. 4).

Special consideration is needed when employing the physically handicapped. This consideration may be small or large, physical, or mental. "Prejudice is yet another disability that the handicapped must overcome. Decreasing attitudinal barriers against hiring disabled workers is still a major obstacle" ("Pride and Prejudice," 1980, p. 141).

Elimination of these barriers toward hiring the physically handicapped is paramount. The physically handicapped represent a large workforce that is not being fully utilized at the present time. According to David Kearns, President of Xerox Corporation: "More than 50 percent of disabled people of working age who are not institutionalized are employed" (Gatty, 1981, p. 31).

Historical Viewpoints

Employment of the physically handicapped individual is a concept that is gaining strength through time. The ideas for employment of

the physically handicapped have not changed very much; however, the tendency toward hiring has grown stronger through the years.

While the physically handicapped were employed prior to the 1960's, there was no specific effort made to ensure fairness and equality of employment. The Civil Service Commission put forth some specific guidelines for employment of the handicapped individual. President John F. Kennedy reaffirmed this Commission, its standards, and government hiring practices for the physically handicapped.

Utilization of physically handicapped persons in productive employment is sound and necessary both for the contributions handicapped citizens can make to our national productivity and for the sense of independence and well being which they can derive from doing a job (U.S. Civil Service Commission, 1963, p. 5).

There is convincing evidence that the hiring of the handicapped person can be of indispensable value to the government--especially in the sixties which have been projected as a period in which skilled manpower will be in great demand and short supply (Oganovic, 1961, p. 1).

Some of the ideas that were put forth 20 years ago are still accurate today. For example: "It is a person's abilities that count, not his disabilities. Therefore the placement program for the handicapped person focuses on what he has rather than what he has lost (U.S. Civil Service Commission, 1963, p. 3), and:

The so called 'disabled' person is far more like--than unlike--the average individual. His need to be recognized and treated as such--both in society and business--lies as the root of fuller acceptance and opportunity for the handicapped (National Association of Manufacturers, 1964, p. 3).

Current Trends

"Increasing numbers of handicapped persons have entered the labor

market, thanks to aggressive enforcement of legislation governing fair employment practices" (Breyer, 1981, p. 47). Enforcement legislation is not the only factor influencing the number of physically handicapped in the labor force. "The Vocational Rehabilitation Program (VR) has helped many blind, deaf, and orthopedically impaired clients, as well as those with a variety of other handicaps, attain the capacity for employment" (Masson, Walls, and Werner, 1977, p. 143). VR is an important program that produces qualified people to be gainfully employed.

The physically handicapped themselves are becoming more aware of this potential and are not satisfied to sit around and feel sorry for themselves. "Employers will generally find no job applicants more spirited and ready to work. Handicapped people applying for jobs today have been educated in special schools and/or in integrated programs" (Arthur and McCrone, 1981, p. 65).

Legal Aspects for the Employer

The federal government has put forth a comprehensive act for the nation to follow concerning the handicapped. This law, Public Law 93-112, the Rehabilitation Act of 1973, is the standard by which compliance is governed today. This act replaces the Civil Service Commission, which had jurisdiction in the areas dealing with the handicapped before 1973.

Three sections of this law have an impact on the hiring of the physically handicapped. Section 501 requires that all government agencies must have an affirmative action program. This program must be approved and complied with.

The second section of importance is section 503. This section states that any organization doing business with the federal government in excess of \$2,500 per year must follow the guidelines of the Rehabilitation Act of 1973. "Contractors holding a contract of \$50,000 or more and having 50 or more employees are required by law to prepare and maintain an affirmative action program" (Steinhauser and Viecelli, 1978, p. 35).

Section 504 is the third section of importance. This is the comprehensive statement of nondiscrimination:

No otherwise qualified handicapped individual, as defined in section 7(6), shall, solely by the reason of his handicap, be excluded from the participation in, be denied the benefits of, or be subject to discrimination under any program or activity receiving Federal financial assistance (Public Law 93-112, 1973, p. 394).

Sections 503 and 504 of the Act require that the recipients of federal funds make reasonable accommodations to the known physical limitations of a handicapped applicant or employee unless the employer can demonstrate that this will impose undue hardship on the operation of the business (Section 504 and the New Civil Rights Mandates, 1977, p. 26). Reasonable accommodation may include improving or adjusting the physical plant, redesigning jobs, job modification, and providing special equipment. "Another method of reasonable accommodation is alternative work patterns such as flextime, permanent part-time employment, and the compressed work week" (Bartley and McMahon, 1981, p. 14).

Another law that covers a slightly different area is section 402 of the Veterans' Readjustment Assistance Act, Public Law 92-540. "This program covers every employer with a government contract of

\$10,000 or more" (National Institute of Mental Health and President's Committee on Employment of the Handicapped, 1981, p. 3). This Act provides the same benefits as the Rehabilitation Act of 1973 for veterans of wars, specifically the Vietnam war.

The Randolph-Sheppard Act Amendments of 1974 amend the original act of June 20, 1936. This amendment gives blind people the right to become vendors in federal buildings. In addition, it redefines blindness and brings the old Act up to date.

Title VII of the Civil Rights Act does not allow discrimination on the basis of race, religion, sex, color, or national origin. This includes all employment practices: hiring, promotion, training, termination, compensation, terms conditions, and privileges. The Rehabilitation Act of 1973 and the Veterans' Readjustment Assistance Act of 1974 adds handicapped persons and disabled persons (Breyer, 1981, p. 47).

Title VII of the Civil Rights Act is also known as the Equal Employment Opportunity (EEO) law. EEO provides for nondiscrimination in testing procedures, physical examinations, physical conditions required, and other qualifying requirements. These requirements must be the same for handicapped and nonhandicapped people.

Legal Aspects for the Employee

The employee has rights, also. These rights are specified in the laws mentioned in the previous section. If an individual believes his/her rights have been violated, he/she may seek relief through the proper channels for the particular area of violation.

For the Rehabilitation Act of 1973:

To file a complaint about a section 501 violation, contact:

Equal Opportunities Commission
Washington, D.C. 20506

To file a complaint about a section 503 violation, contact:

Office of Federal Contract Compliance
U.S. Department of Labor
Washington, D.C. 20210
(or any OFCCP regional office)

To file a complaint about a section 504 violation, contact whichever federal agency has granted the assistance to the organization.

For the Veterans' Readjustment Assistance Act of 1974:

To file a complaint about a section 402 violation, contact the same place as a section 503 violation.

Tax Benefits for the Employer

The government provides incentives to business in the form of tax credits. Several programs such as the New Jobs Credit and the Work Incentive Credit have preceded the current tax credit program, the Targeted Jobs Tax Credit.

The Targeted Jobs Tax Credit can be taken advantage of when hiring the physically handicapped. This Act provides a credit of 50 percent of the first year's wages paid to a handicapped employee, up to a maximum of \$6,000 in wages. For the second year of employment, the employer would receive a credit of 25 percent of the wages paid, up to a maximum of \$6,000 in wages. If an employer takes full advantage of this program, there is a possible tax credit of \$3,000 the first year and \$1,500 the second year, for a total of \$4,500 over two years (U. S. Government, Department of the Treasury, Internal Revenue Service, 1982).

Any modifications the employer makes in the physical plant to accommodate the physically handicapped employee are tax deductible

also. This can provide an additional incentive for the employer because while he is modifying for the employee, he can modify for the customer also. By doing this, he will be able to attract a clientele that may not have been able to use the restaurant before. The restaurant will get good public relations, earn more money, and save on taxes, all at the same time.

Reasons for Not Hiring the Handicapped

The thoughts and feelings of most employers regarding hiring workers with impairments are less than positive. The research literature uses such terms as 'unreceptive,' 'averse,' 'resistant,' and 'reluctant' more than it uses positive terms (Schroedel, 1979, p. 2).

This attitude is common among employers. Hiring the handicapped presents new ideas that many employers believe will result in negative influences on their operation.

"Employers feel that their workers' compensation insurance rates will increase with the hiring of the handicapped and that handicapped workers will be a liability rather than an asset" (Tholt, 1978, p. 37). This is a misassumed fear. "Workmens' compensation rates are not based on the physical disabilities of employees. They are based wholly on the relative hazards in a company's work, and on its accident experience" (Williams, 1964, p. 2).

Job safety is another area of concern. "An employer takes some degree of risk in hiring any employee whether he be able-bodied or handicapped. This is basic in personnel administration" (Williams, 1969, p. 1). Handicapped employees have an equal or better safety record than nonhandicapped employees. A recent study by the DuPont Company has reaffirmed previous studies such as Dietz' (as cited in

Kettle and Massie, 1981). The DuPont results show a rating of 96 percent for handicapped employees, compared with 92 percent for non-handicapped employees (E. I. DuPont de Nemours Co., 1982, p. 7).

Absenteeism in physically handicapped employees due to sickness is lower than their nonhandicapped counterparts. This has been shown in different studies dating back to 1929. Dietz found that handicapped workers at Western Electric Company had seven percent less sickness absences (Kettle and Massie, 1981). Also, there was a two to one difference in sickness absences found in a study done at Robbins Field, Georgia in 1944 (Morton, 1945). Productivity is another area of concern the employer may have. Physically handicapped individuals have shown that they can be more productive than nonhandicapped employees on a consistent basis.

With every handicapped worker you hire, you'll probably find some extra values thrown in: (1) better punctuality; (2) more careful adherence to work rules; (3) enthusiastic dedication to his work; (4) greater loyalty to the company, and (5) longer tenure on the job (Williams, 1964, p. 7).

The Blind Employee

One of the most distressing and frustrating aspects of being partially blind but yet capable of doing a responsible job involving machinery is the reluctance of many employers to give such unfortunates a chance to prove their ability ("Hope and Work for the Partially Sighted," 1979, p. 13).

This concern is important in the foodservice industry. The restaurant kitchen is crowded with machinery and equipment that performs different functions and can be dangerous if misused. Without proper training, the blind employee could hurt himself or other employees. Proper

training and orientation should enable the blind employee to make a positive contribution to the organization.

The Deaf Employee

"According to preliminary figures from the 1972 National Census of the Deaf, approximately 13.2 million people in the U.S. have a significant bilateral impairment of hearing" (Jackson, 1974, p. 7). These figures from 1972 indicate a large potential workforce. The utilization of this workforce will benefit both the employee and the employer. "Deaf employees have so much potential" ("USDL Lends an Ear to Deaf Employees' Needs," 1982, p. 44). A study done by the Texas School for the Deaf and the Texas Education Agency (1972, p. 53) showed that "Deaf workers reported some problems on the job, but more than half reported liking their jobs and having no unusual difficulties."

The Orthopedically Impaired Employee

For the purpose of this study, orthopedically impaired individuals have one or more of the following impairments: wheelchair bound, single or multiple amputee, impairment caused by disease or birth defect, permanent use of crutches or cane, or loss of function in the arms or legs that prohibits normal activity.

Individuals with these handicaps can be successful, productive employees in restaurants. Consideration needs to be given to the needs of these individuals so they can function to the best of their ability. These needs usually do not require extra effort on the part of the restaurant or the other employees.

Developmental Training Programs

The training programs utilized by the restaurant may have a positive or negative effect on all employees, not just the physically handicapped. The development of employees involved with these programs can be contingent on the styles of the training program.

Such programs may include: an exercise which gives the participants an idea of what it is like to be handicapped; incorporating various aspects of specific disabling conditions; a chance to role play typical on-the-job situations; an exposure to films, tapes, and written materials to create a more positive approach (Rehabilitative Services Administration, 1978, p. 10).

The developmental training programs used with physically handicapped employees may be different than those used with nonhandicapped employees. Consideration of the needs of the handicapped leads to the development of these training programs.

Having analyzed the needs of the disabled, one could then catalogue the tasks which need doing in order to meet those needs. Task analysis then leads to a determination of the knowledge and skills necessary to perform the tasks. This would then give insight into the types of education and training required--which may or may not be a profession in the usual sense of the term (Garrett, 1976, p. 93).

Other Studies

Callsen, Jones, and Russell (1979) found that the majority of employers hiring the handicapped hired those best qualified for the job. The least acceptable applicants were those with inappropriate attitudes, blindness, deafness, or confinement to a wheelchair. The more severe the handicap, the less desirable the applicant, from the employer's point of view. Employers tended to reject applicants with handicaps that would affect job performance and hire those individuals

who could perform certain jobs. No major renovations were required because the particular handicap did not require them, or they were already in place. After being hired, the handicapped employees were accepted, and the employers said they would hire more handicapped individuals if they were qualified.

Callsen and Russell (1980) reported on the satisfaction of handicapped workers. These authors found the motivation for gaining and retaining employment to be the same for handicapped and nonhandicapped individuals. The job-related factors such as good relationships and response to supervisors were reported to be the same between the groups. Seventeen percent of the respondents reported difficulty with their jobs, but they were all physical difficulties resulting from dim light, noisy work places, and standing or working too long in one place.

In 1980, Heumann reported a study on the effectiveness of placing blind, deaf, or wheelchair bound individuals in three jobs in the foodservice at Louisiana Tech University. She found that deaf people could be effective as supervisors, cashiers, and stockroom clerks. Blind people could not be effective in any of the jobs, and wheelchair bound individuals would not be effective as supervisors, but would be effective as cashiers or stockroom clerks. Heuman stated that these conclusions were reached for this situation and that there may be other opportunities for blind, deaf, or wheelchair bound persons in other areas of foodservice.

The Heumann (1980) report was written for publication and sent to a professional journal; however, it was rejected by a panel of reviewers on grounds that the data was analyzed from a narrow point of view,

and that the authors' limited perspectives led to foregone and inaccurate conclusions. The researcher was not able to ascertain whether the evaluation of the report was justified.

The E. I. DuPont de Nemours Company study of 1981 is a follow-up study to the one completed in 1973. The conclusions reached in the 1981 study agreed with, or surpassed, those reached in 1973. The individuals with hearing loss were rated above the nonhandicapped employees in safety, job duties, and attendance. The employees with vision handicaps were rated above the nonhandicapped employees in safety and slightly below in job duties and attendance. Employees with other physical handicaps such as amputation, paralysis, and orthopedic impairment rated above nonhandicapped employees in safety and job duties but below nonhandicapped in attendance. The rating for these categories is in the general classification of employees of average merit and above. The ratings are based on percentages in these two categories. The DuPont Company is happy with the results of the survey and the handicapped employees themselves. The handicapped employees are able to meet the challenges of their jobs.

In 1981, a national survey by the National Restaurant Association (NRA), in conjunction with the National Institute for Mental Health (NIMH), studied the employment characteristics of handicapped individuals employed in restaurants. The three categories studied were: mentally retarded; mentally restored; and physically handicapped; with emphasis being given to the mentally restored. The study found that 46 percent of the respondents had employed the physically handicapped at some time, and 28 percent employed them in the past year. Reasons for hiring the handicapped were: compassion for the less fortunate,

meeting community needs, targeted jobs tax credit, good public relations, assisting with the labor pool, and NRA program incentive. These reasons were rank-ordered, with compassion for the less fortunate being the most popular reason. Ninety-five percent of the respondents had no formal program for hiring the handicapped. Sixty-two percent of the respondents indicated that they would hire the physically handicapped in the future.

The NRA conducted a year long study of the placement of people with impairments in the foodservice industry, ending on July 1, 1983. (National Restaurant Association, 1983). The study focused on the response of 275 vocational-rehabilitation services, agencies, and training facilities. The survey did not differentiate between the various types of impairments. The results of the survey were correlated according to the Census Bureau's regional divisions of the country. The respondent from the Department of Human Services in Oklahoma City, Mr. Mike McGill, indicated placement of over 600 individuals in the restaurants working with the department. Nationally, the survey identified a wide range of jobs performed by impaired individuals, along with diversified places of employment, including fast food, hotel/motel, college/university feeding, nursing homes, clubs, and industrial feeding. The successes in the placement indicated careful planning and coordination on the part of the rehabilitation services and the operators of businesses.

CHAPTER III

METHOD

The purpose of this study was to identify the extent to which physically handicapped individuals were employed in selected Oklahoma restaurants. Results from investigation of the relationships between types of handicapping conditions, types of restaurant, areas of work in the restaurant, training received by the handicapped individual, and any problems encountered by the individual or the restaurant are important in the continued utilization and development of the physically handicapped individual in the foodservice industry. This chapter outlines the research design; sample; data collection, which includes the planning and development, instrumentation, and procedure; and data analysis.

Sample

The sample chosen for this study was selected Oklahoma members of the NRA. The list of members was obtained from the national directory for the NRA; Who's Who in the Restaurant Industry, Membership Directory of the National Restaurant Association, 1983-84.

A total of 165 questionnaires were mailed to individuals listed in the NRA directory. If more than one name was listed at one address, the questionnaire was addressed to the first person under the

name of the restaurant. If no individual was listed, the questionnaire was mailed in care of the manager.

Research Design

A descriptive status survey was determined to be the best method for data collection. "Data collection tools are used in survey research to obtain standardized information from all subjects in the sample" (Borg and Gall, 1983, p. 406). Standardized information is an important aspect of survey research if the conclusions reached after analysis are going to be considered useful.

Information collected by survey instruments is quantifiable. In the case of multiple choice questionnaire items, the information is quantified at the time it is collected. If open-ended questions are used, the 'open-ended' information that is obtained must be coded so that it can be analyzed and reported quantitatively (Borg and Gall, 1983, p. 406).

The instrument used in this study consisted of open and closed questions. "Open-ended" data were coded to insure quantifiable results.

According to Best (1983, p. 168), "There is little doubt that the poorly constructed questionnaires that flood the mails have created a certain amount of contempt." Further, "A person's attitude toward an object is based on his salient beliefs about that object" (Fishbein and Ajzen, 1975, p. 14). It was hoped that the invited samples, beliefs, and attitudes toward the physically handicapped restaurant workers would be positive and genuine, and provide the information sought by the researcher.

Data Collection

Planning and Development

Other instruments and research reports were reviewed during the planning and development stage of this research project. This review provided no information suitable for the development of the survey instrument used in this study. Consequently, the questionnaire was developed to satisfy the objectives set forth for this research project in Chapter I.

Instrumentation

The questionnaire developed for this study was designed to measure the objective stated in Chapter I. In utilizing the questionnaire,

. . . the respondent should be led through the area to be covered in as coherent a way as possible. Questions should follow in a natural sequence and where transitions have been made from one subject area to another these should be made as easily as possible (Lemon, 1973, p. 66).

"Reliability refers to consistency, to obtaining the same results again. Validity tells us whether the question or item really measures what it is supposed to measure" (Oppenheim, 1966, pp. 69-70). The questionnaire was sent out to be reviewed by a food and beverage manager for a private club in Stillwater, Oklahoma; a management trainee in a Stillwater, Oklahoma hotel; and a senior foodservice coordinator in the Student Union on the Oklahoma State University campus. The survey instrument was also reviewed by the researcher's committee. Content validity, clarity, and format of the questionnaire

were evaluated in each review. The instrument was then revised to incorporate any comments or suggestions made by the reviewers.

Procedure

The questionnaire was mailed on November 21, 1983, to the selected participants in this study. The respondents were asked to return the questionnaire to the Food, Nutrition and Institution Administration department in care of the researcher by December 5, 1983. On December 14, 1983, follow-up letters were sent to all participants who had not returned completed questionnaires. At this time, one incomplete questionnaire was mailed back to the respondent for completion.

During the third week in January, 1984, a member of the researcher's committee attempted to contact participants who had not completed questionnaires. Response to this effort was poor; no additional questionnaires were received for inclusion in the study.

Data Analysis

Completed questionnaires were returned to the Food, Nutrition and Institution Administration department at Oklahoma State University in care of the researcher by the respondents. The data from these questionnaires were compiled and summarized in tables to provide meaningful information. Due to the small number of returned questionnaires, results obtained were only described.

CHAPTER IV

RESULTS AND DISCUSSION

The purpose of this study was to identify the extent to which physically handicapped individuals were employed in selected Oklahoma restaurants. Descriptions of the results of this study are presented in this chapter.

One hundred sixty-eight questionnaires were originally mailed, with three returned by the post office as undeliverable. Of the remaining 165 questionnaires, 35 were completed and returned, resulting in an overall response rate of 21 percent.

Restaurants that had hired physically handicapped individuals, either in the past or at present, accounted for 17 of the 35 responses, or 10.3 percent of the total establishments surveyed. A breakdown of the responses from those who had hired the physically handicapped indicated that 10 of the restaurants, or 6.06 percent, had previously hired these individuals, but do not have them at the present time. Only seven establishments, or 4.24 percent, currently hire the physically handicapped.

Of the 35 responses, 18 indicated that the restaurant had not hired physically handicapped individuals, either in the past or at present. This is 11.51 percent of the total number of restaurants surveyed. Restaurants that indicated not hiring physically handicapped individuals, either in the past or present, responded only to

the first part of the questionnaire. Their responses can be found in Appendix D.

The number of respondents who indicated that they employed the physically handicapped may be an accurate reflection of the total number of restaurants employing the physically handicapped in the surveyed population. Restaurants which employed the physically handicapped may have been more willing to complete the questionnaire and describe their employment programs than restaurants which have not employed physically handicapped individuals.

Characteristics of Participating Restaurants

Style of Service

Restaurants which currently employed or have previously employed the physically handicapped varied in their style of service, as shown in Table I. Cafeteria and informal table service were the predominant styles in restaurants currently hiring the physically handicapped. In contrast, the predominant styles in restaurants which previously hired the physically handicapped were: informal table service, fast food, and formal table service.

Approximate Volume of Sales

The breakdown for volume of sales was taken directly from the guidelines for dues in the NRA (Table II). Responses to this question covered a wide range of levels of membership. Some of the responses indicating a high volume of sales were from restaurants that had more than one establishment under the same ownership.

TABLE I
 STYLE OF SERVICE IN RESTAURANTS WHICH
 CURRENTLY EMPLOYED OR PREVIOUSLY
 EMPLOYED THE PHYSICALLY
 HANDICAPPED

Style of Service	<u>Currently</u> Employed the Physically Handicapped N=7*	No. of Restaurants Which <u>Previously</u> Employed the Physically Handicapped N=10*
Fast food	1	4
Cafeteria	3	1
Sit down--informal table service	3	4
Customer orders and picks up food	1	1
Sit down--formal table service	1	3
Catering	1	1

*Some restaurants may use more than one style of service.

Approximate Population of Restaurant Location

Restaurants which currently employed the physically handicapped varied as to the size of the town where they were located, with over 100,000 and 25,000-49,999 as the predominant populations. In contrast, the restaurants previously employing the physically handicapped were located in two categories: over 100,000 and under 10,000, with the majority being over 100,000 (Table III).

Average Age of Building

The average age of the building for restaurants which currently

TABLE II
 APPROXIMATE VOLUME OF SALES IN RESTAURANTS
 WHICH CURRENTLY EMPLOYED OR PREVIOUSLY
 EMPLOYED THE PHYSICALLY HANDICAPPED

Approximate Volume of Sales	No. of Restaurants Which	
	<u>Currently Employed</u> the Physically Handicapped N=7*	<u>Previously Employed</u> N=10*
\$1 - \$249,999	1	2
\$250,000 - \$499,999	1	1
\$500,000 - \$749,999	1	2
\$750,000 - \$999,999	2	1
\$2,000,000-\$2,999,999		1
\$6,000,000 - \$6,999,999	2	1
\$8,000,000 - \$8,999,999		1

*Some restaurants did not respond to this question.

TABLE III
 APPROXIMATE POPULATION OF LOCATION FOR RESTAU-
 TAURANTS WHICH CURRENTLY EMPLOYED OR
 PREVIOUSLY EMPLOYED THE PHYSICALLY
 HANDICAPPED

Approximate Population of Restaurant Location	No. of Restaurants Which	
	<u>Currently Employed</u> the Physically Handicapped N=7	<u>Previously Employed</u> N=10
Under 10,000	1	2
25,000 - 49,999	2	
50,000 - 99,999	1	
Over 100,000	3	8

employed the physically handicapped is similar to the average age of the building for restaurants which previously employed the physically handicapped (Table IV). Restaurants which currently employed the physically handicapped indicated no new facilities. Restaurants which previously employed the physically handicapped indicated facilities beginning at 1.5 years of age and facilities as old as 57 years of age.

TABLE IV
AVERAGE AGE OF BUILDING FOR RESTAURANTS WHICH
CURRENTLY EMPLOYED OR PREVIOUSLY EMPLOYED
THE PHYSICALLY HANDICAPPED

Average Age of Restaurant Building	<u>Currently Employed</u> N=7*	<u>No. of Restaurants Which Previously Employed the Physically Handicapped</u> N=10*
Total years/No. of responses	253/11	180/8
Average age (years)	23.0	22.56
Range (years)	15-30	1.5-57

*Some restaurants may use more than one building, or did not respond.

Classification of Employees by Number
of Hours Worked Per Week

The average number of part-time employees used in restaurants that currently employed or have previously employed the physically

handicapped was comparable. Restaurants currently employing the physically handicapped averaged more full-time employees than 3/4 time employees. The reverse is true for restaurants previously employing the physically handicapped (Table V). Two classifications of employees used by restaurants currently employing the physically handicapped and not by restaurants that previously employed the physically handicapped were: temporary help and student employees. Student employees were generally available in a college setting.

Employment Characteristics

Classification of Physically Handicapped

Employees by Number of Hours Worked Per

Week and by Type of Handicap

In restaurants which currently employed the physically handicapped, orthopedically impaired individuals were the predominant type of physically handicapped employee, followed in number by the deaf and blind employees, respectively. The majority of employees in all three handicap categories were employed full-time. Part-time employees comprise the next level of predominancy, followed by 3/4 time employees.

Restaurants previously employing the physically handicapped indicated having hired two deaf and one orthopedically impaired employee. Several restaurants in this category did not answer this question in the survey, so information is incomplete for this section (Table VI).

Tenure of the Physically Handicapped Employee

Restaurants which currently employed the physically handicapped,

TABLE V

CLASSIFICATION OF EMPLOYEES BY NUMBER OF HOURS WORKED
 PER WEEK IN RESTAURANTS WHICH CURRENTLY EMPLOYED
 OR PREVIOUSLY EMPLOYED THE PHYSICALLY
 HANDICAPPED

Classification	No. of Restaurants Which					
	<u>Currently Employed</u> N=7*			<u>Previously Employed</u> N=10*		
	Total Employees/ No. Employing	Average	Range	Total Employees/ No. Employing	Average	Range
Part-time	417/7	59.71	10-300	388/7	55.43	2-220
3/4 time	57/5	11.4	1-40	138/4	34.5	2-125
Full-time	182/6	30.33	4-146	125/6	20.83	3-65
Temporary	4/1	4.0				
Student	4/1	4.0				

*Some restaurants may not use all classifications.

TABLE VI

CLASSIFICATION OF PHYSICALLY HANDICAPPED EMPLOYEES
 BY NUMBER OF HOURS WORKED PER WEEK AND BY TYPE
 OF HANDICAP IN RESTAURANTS WHICH CURRENTLY
 EMPLOYED OR PREVIOUSLY EMPLOYED THE
 PHYSICALLY HANDICAPPED

Classification	No. of Restaurants Which					
	Currently Employed			Previously Employed		
	the Physically Handicapped					
	N=7*			N=10*		
	Blind	Deaf	Orthopedically Impaired	Blind	Deaf	Orthopedically Impaired
Part-time	2	1	2		1	
3/4 time			2			
Full-time		6	4			1
Temporary					1	

*Some restaurants employ more than one handicapped individual, or did not respond to this question in the survey.

indicated that the predominant length of service, or tenure, of all types of physically handicapped employees was from one to two years. Orthopedically impaired individuals' tenure ranged from less than one year to five years or more, while blind and deaf employees averaged one to two years of service or less (Table VII). In restaurants previously employing the physically handicapped, the length of service for deaf employees was less than one year, while the predominant length of service for orthopedically impaired employees in these restaurants was one to two years.

Physically Handicapped Employees' Work Stations

A wide range of jobs were performed by the physically handicapped restaurant employee. The work stations most frequently filled by the physically handicapped employees included: busperson, salad preparation, and supervisory. The next level of frequency included: waiter/waitress, dishroom, and cook/range, followed by pot and pan washer as the next frequency level. Positions indicated only once included: counter service, custodial, cashier, secretarial, management, and housekeeping, with housekeeping being indicated in a hotel, and not a restaurant (Table VIII).

Blind employees accounted for the least number of positions held in the restaurants in this study. There were no similarities between restaurants currently employing the physically handicapped, and restaurants which previously employed the physically handicapped in regard to the work stations to which blind employees were assigned. These work stations included dishroom and salad preparation in restaurants currently employing the physically handicapped, and waiter/waitress

TABLE VII
 TENURE OF PHYSICALLY HANDICAPPED EMPLOYEES IN RESTAURANTS
 WHICH CURRENTLY EMPLOYED OR PREVIOUSLY EMPLOYED
 THE PHYSICALLY HANDICAPPED

Tenure	No. of Restaurants Which					
	<u>Currently Employed</u>			<u>Previously Employed</u>		
	the Physically Handicapped					
	N=7*			N=10*		
	Blind	Deaf	Orthopedically Impaired	Blind	Deaf	Orthopedically Impaired
Less than one year		1	1		4	1
1-2 years	2	6	3		1	3
2-3 years			1			
3-4 years			1			
5 years or more			1			

*Some restaurants may employ more than one handicapped individual, or did not respond to this question in the survey.

TABLE VIII
 PHYSICALLY HANDICAPPED EMPLOYEE WORK STATIONS IN
 RESTAURANTS WHICH CURRENTLY EMPLOYED OR
 PREVIOUSLY EMPLOYED THE PHYSICALLY
 HANDICAPPED

Work Stations	No. of Restaurants Which					
	<u>Currently Employed</u>			<u>Previously Employed</u>		
	the Physically Handicapped					
	N=7*			N=10*		
	Blind	Deaf	Orthopedically Impaired	Blind	Deaf	Orthopedically Impaired
Waiter/Waitress			1	1	1	
Bus Person			2		1	1
Counter Service			1			
Dishroom	1				1	1
Pot & Pan Washer		1	1			
Custodial			1			
Cook/Range		1			1	1
Salad Prep	1	1			1	1
Cashier						1
Secretarial			1			
Supervisory		1	2	1		
Management			1			
Housekeeping						1

*Some restaurants may employ more than one handicapped individual.

and supervisory in restaurants which previously employed the physically handicapped.

Work stations for deaf employees were similar in two areas between restaurants currently employing and those that previously employed the physically handicapped. The positions of similarity were: cook/range and salad preparation. Other work stations indicated for deaf employees were: pot and pan washer and supervisory in restaurants currently employing the physically handicapped and waiter/waitress, busperson, and dishroom in restaurants which previously employed the physically handicapped. More deaf than blind individuals were employed by responding restaurants.

Orthopedically impaired individuals accounted for the majority of the physically handicapped restaurant employees identified in this survey. Except for the busperson work station, restaurants which currently employed the orthopedically impaired assigned them positions differently than restaurants which previously employed these individuals. Restaurants currently employing orthopedically impaired individuals indicated waiter/waitress, counter service, pot and pan washer, custodial, secretarial, supervisory, and management as the work stations for these individuals. In contrast, restaurants which previously employed orthopedically impaired individuals utilized them in the dishroom, cook/range, salad preparation, cashier, and housekeeping.

Restaurant Operating Systems

An important consideration for the physically handicapped restaurant employee is the ability to function in the operating

systems of the restaurant. The predominant response to the question concerning any problems in restaurant operating systems was "No problems were encountered," both by restaurants currently employing and those which previously employed the physically handicapped (Table IX). This response applied to all three types of handicap. The next predominant response was "No changes were made; employee adapted to the systems" for one orthopedically impaired employee in a restaurant currently employing the physically handicapped, and for one deaf and two orthopedically impaired employees in restaurants which previously employed the physically handicapped. "No changes were made, the systems were already designed for handicapped employees" was indicated for the deaf and orthopedically impaired employees by restaurants currently employing the physically handicapped. "Minor modifications were made; shift changes, managing work areas, etc." was indicated for deaf and orthopedically impaired employees by restaurants which previously employed the physically handicapped.

Physical Layout of the Restaurant

The physical layout of a restaurant can be a problem to the physically handicapped employee. The predominant response to the question concerning problems with the physical layout of the restaurant for all three types of handicap in restaurants that currently employ and restaurants which previously employed the physically handicapped was "No problems were encountered" (Table X). Callsen, Jones, and Russell (1979) indicated similar results in their study. Restaurants currently employing the physically handicapped indicated "No changes were made; employee adapted to the layout" for deaf and

TABLE IX

PROBLEMS ENCOUNTERED BY THE PHYSICALLY HANDICAPPED EMPLOYEE
 CONCERNING RESTAURANT OPERATING SYSTEMS IN RESTAURANTS
 WHICH CURRENTLY EMPLOYED OR PREVIOUSLY EMPLOYED
 THE PHYSICALLY HANDICAPPED

Response	No. of Restaurants Which the Physically Handicapped					
	Currently Employed N=7*			Previously Employed N=10*		
	Blind	Deaf	Orthopedically Impaired	Blind	Deaf	Orthopedically Impaired
No problems encountered	2	1	4	2	4	3
No changes made; employee adapted			1		1	2
No changes made; systems already designed for handicapped	1	1				
Minor modifica- tions made					1	1

*Some restaurants may employ more than one handicapped individual, or did not respond to this question in the survey.

TABLE X

PROBLEMS ENCOUNTERED BY THE PHYSICALLY HANDICAPPED EMPLOYEE
 CONCERNING THE PHYSICAL LAYOUT OF RESTAURANTS
 WHICH CURRENTLY EMPLOYED OR PREVIOUSLY
 EMPLOYED THE PHYSICALLY HANDICAPPED

Response	No. of Restaurants Which					
	Currently Employed the Physically Handicapped N=7*			Previously Employed N=10*		
	Blind	Deaf	Orthopedically Impaired	Blind	Deaf	Orthopedically Impaired
No problems encountered	2	1	5	1	3	3
No changes made; employee adapted		1	1			
No changes made; layout already accommodated handicapped					1	1
Minor modifications made				1		

*Some restaurants may employ more than one handicapped individual, or did not respond to this question in the survey.

orthopedically impaired employees. Restaurants which previously employed the physically handicapped identified "No changes were made; layout already accommodated the handicapped" for deaf and orthopedically impaired employees. This was followed by "Minor modifications were made to the structure," which was indicated for a blind employee. The modification was the installation of a ramp.

The response to this question leads the researcher to wonder how the respondents knew no problems were encountered by physically handicapped employees. If the restaurant is receiving any federal financial assistance, Section 503 and 504 of Public law 93-112 requires the recipient of these funds to make reasonable accommodation to the known physical limitations of the handicapped. These accommodations can include adjusting the physical plant and/or providing special equipment. Some states may require a complete system of handicap aids, not only for the customers but also for the employees. Restaurants currently being built in Virginia are required to have ramps and elevators, whether the restaurant is going to employ the physically handicapped or not (Bernhart, 1983).

Style of Training Used With Physically Handicapped Employees

Restaurants currently employing the physically handicapped identified "General training by employees and management" as the major method of training, followed by "One-to-one instruction by management" for all three types of handicapped employees. "Actual work experience with other employees" and "Use of an outside agency" were used for training the orthopedically impaired employees.

In contrast, restaurants which previously employed the physically handicapped indicated "One-to-one instruction by management" as the predominant style of training for all three types of handicap. The deaf and orthopedically impaired employees were also trained using "General training by employees and management" and "Actual work experience with other employees," respectively (Table XI).

Additional Training Required for Physically Handicapped Employees

The amount of additional training in number of days needed for the physically handicapped employee over the nonhandicapped employee differed between restaurants currently employing and restaurants which previously employed the physically handicapped (Table XII). Three restaurants which currently employed the physically handicapped, indicated that the additional training need was two to three days. The four other restaurants indicated one of the following as an additional training need: one day, none, some, and constant supervision. Three of the restaurants which previously employed the physically handicapped, indicated that no additional training was necessary. Two to three days or four to five days were, however, indicated by two restaurants each as the amount of time needed for additional training. Only one restaurant indicated that six to seven days were necessary to train the physically handicapped employee.

Changes Needed to Increase the Effectiveness of Training the Physically Handicapped Employees

"No changes would be made" was the predominant response given by

TABLE XI

STYLE OF TRAINING USED WITH PHYSICALLY HANDICAPPED EMPLOYEES
IN RESTAURANTS WHICH CURRENTLY EMPLOYED OR
PREVIOUSLY EMPLOYED THE PHYSICALLY
HANDICAPPED

Style of Training	No. of Restaurants Which					
	Currently Employed			Previously Employed		
	the Physically Handicapped			the Physically Handicapped		
	N=7*			N=10*		
	Blind	Deaf	Orthopedically Impaired	Blind	Deaf	Orthopedically Impaired
Outside agency			1			
One-to-one instruction by management			5	1	3	2
General training by employees and management	2	1	5		1	2
Actual work experience with other employees	1	1	2		1	1

*Some restaurants may employ more than one handicapped individual, or did not respond to this question in the survey.

restaurants which currently employed, and restaurants which previously employed blind, deaf, and orthopedically impaired individuals. Restaurants which currently employed the orthopedically impaired also identified "More personal interchanges," "More concentrated training on required job skills," and "Increased assistance from outside agencies" as needed changes. Restaurants which previously employed the physically handicapped also indicated needing "More personal interchanges" for deaf and orthopedically impaired employees (Table XIII).

TABLE XII

ADDITIONAL TRAINING REQUIRED FOR PHYSICALLY
HANDICAPPED EMPLOYEES OVER THE NEEDS OF
NONHANDICAPPED EMPLOYEES IN RESTAU-
RANTS WHICH CURRENTLY EMPLOYED OR
PREVIOUSLY EMPLOYED THE
PHYSICALLY HANDICAPPED

Additional Needs	No. of Restaurants Which	
	<u>Currently Employed</u> N=7*	<u>Previously Employed</u> the Physically Handicapped N=10*
One day	1	
Two-three days	3	2
Four-five days		2
Six-seven days		1
None	1	3
Constant Supervision	1	
Some	1	

*Some restaurants may not have indicated additional training needs.

TABLE XIII

CHANGES NEEDED TO INCREASE THE EFFECTIVENESS OF THE TRAINING
OF PHYSICALLY HANDICAPPED EMPLOYEES IN RESTAURANTS
WHICH CURRENTLY EMPLOYED OR PREVIOUSLY
EMPLOYED THE PHYSICALLY HANDICAPPED

Changes Needed	No. of Restaurants Which					
	<u>Currently Employed</u>			<u>Previously Employed</u>		
	the Physically Handicapped			the Physically Handicapped		
	N=7*			N=10*		
	Blind	Deaf	Orthopedically Impaired	Blind	Deaf	Orthopedically Impaired
No changes would be made	1	2	3	1	2	2
More personal interchanges			2		1	1
More concentrated training on required job skills			1			
Increased assistance from outside agencies			1			

*Some restaurants may employ more than one handicapped individual, or did not respond to this question in the survey.

Instructional Materials Needed for Training
the Physically Handicapped Employee

Instructional training material can have a positive or negative effect on the success of training programs. Restaurants which currently employed or have previously employed the physically handicapped varied in their needs for instructional materials for training the handicapped employee (Table XIV). "Printed, visual, or audio instructional material" and "Materials specifically designed for foodservice" were indicated by two or three restaurants which currently employed the physically handicapped. "Training programs conducted by outside agencies off premises" was indicated by one restaurant. In contrast, two restaurants previously employing the physically handicapped indicated that "Materials specifically designed for foodservice jobs" were needed, while "Printed, visual, or audio instructional material" was indicated by one restaurant.

Skills Looked for in Prospective Physi-
cally Handicapped Employees

Both restaurants currently employing and those which previously employed the physically handicapped indicated that skills looked for in prospective handicapped employees included "Specific training in foodservice skills," "General training in work skills," and "General education skills" (Table XV). Similar results were indicated by Callsen, Jones, and Russell in 1979. Two restaurants previously employing the physically handicapped responded "No specific training requirements" to this question.

TABLE XIV
 INSTRUCTIONAL MATERIALS NEEDED FOR TRAINING
 THE PHYSICALLY HANDICAPPED EMPLOYEE IN
 RESTAURANTS WHICH CURRENTLY EMPLOYED
 OR PREVIOUSLY EMPLOYED THE
 PHYSICALLY HANDICAPPED

Instructional Materi- als Needed	<u>Currently</u>	No. of Restaurants Which <u>Employed</u> the Physically Handicapped N=7*	<u>Previously</u> <u>Employed</u> N=10*
Printed, visual, or audio instructional materials	3	1	
Training programs conducted by outside agencies off premises	1		
Materials specifically de- signed for foodservice jobs	2	2	
None needed	1	2	

*Some restaurants did not respond to this question in the survey.

Programs Needed to Increase the Involvement of the Physically Handicapped in the Employment Process

Steps can be taken to increase the involvement of the physically handicapped in the employment process of restaurants. The respondents indicated steps needed to be taken. Restaurants currently employing the physically handicapped identified as steps, to "Educate restaurant managers about the qualities of physically handicapped workers" more

so than other programs for increasing the involvement of the physically handicapped in the employment process. This recommendation was followed in frequency by "Increase employers' awareness of the availability of potential employees" (Table XVI). In contrast, more restaurants which previously employed the physically handicapped indicated "Develop pools of potential employees" and "Increase employers' awareness of the availability of potential employees" as steps to be taken for increasing the involvement of the physically handicapped in the employment process.

TABLE XV
SKILLS LOOKED FOR IN PROSPECTIVE PHYSICALLY
HANDICAPPED EMPLOYEES IN RESTAURANTS
WHICH CURRENTLY EMPLOYED OR
PREVIOUSLY EMPLOYED THE
PHYSICALLY HANDICAPPED

Skills Looked For	No. of Restaurants Which	
	Currently Employed the Physically Handicapped N=7*	Previously Employed the Physically Handicapped N=10*
Specific training in food-service skills	5	3
General training in work skills	3	3
No specific training requirements		2
General education skills	2	3

*Some restaurants may have indicated a preference for more than one skill.

TABLE XVI

PROGRAMS NEEDED TO INCREASE THE INVOLVEMENT OF
THE PHYSICALLY HANDICAPPED IN THE EMPLOYMENT
PROCESS IN RESTAURANTS WHICH CURRENTLY
EMPLOYED OR PREVIOUSLY EMPLOYED THE
PHYSICALLY HANDICAPPED

Programs	<u>Currently Employed</u> N=7*	<u>No. of Restaurants Which Previously Employed the Physically Handicapped</u> N=10*
Develop pools of potential employees	1	5
Increase employers' awareness of availability of potential employees	4	5
Educate restaurant managers about quality of physically handicapped workers	5	3
Introduce specific training in foodservice skills in public/private programs for educating the physically handicapped	3	4

*Some restaurants may have indicated more than one program.

Reasons for Employing the Physically Handicapped

The reasons why the physically handicapped individuals were employed can be important to both the employees and the employers. The predominant response to this question was "To fill staffing needs" in restaurants which currently employed and restaurants previously employing the physically handicapped in all three types of handicap.

Other responses from restaurants currently employing the physically handicapped included: "Wanted to help the handicapped" for blind and deaf individuals, and "To educate and train the handicapped" for orthopedically impaired individuals. Responses from restaurants which previously employed the physically handicapped included "Wanted to help the handicapped" (Table XVII).

No responses were given in two categories: "To take advantage of tax incentives" and "To comply with federal or state law." This may indicate that restaurant managers may not be aware of tax incentives available to the restaurant, or that there may be state or federal laws with which they may not wish to comply with when hiring the handicapped. Combining programs in the Department of Human Services with the needs of restaurant managers may provide advantages for both parties.

Reasons for Not Currently Employing the Physically Handicapped

Restaurants previously employing the physically handicapped were asked to indicate reasons for not currently employing the handicapped. Responses of "None available" and "No current need" were mentioned by four and three restaurants, respectively (Table XVIII). The predominance of responses in the "None available" category leads the researcher to wonder how the restaurant managers know that there are no physically handicapped individuals available for employment. No responses were given in two areas: "Safety reasons" and "Too expensive to train."

TABLE XVII

REASONS FOR EMPLOYING THE PHYSICALLY HANDICAPPED IN
RESTAURANTS WHICH CURRENTLY EMPLOYED OR
PREVIOUSLY EMPLOYED THE PHYSICALLY
HANDICAPPED

Reasons	No. of Restaurants Which					
	Currently Employed			Previously Employed		
	the Physically Handicapped					
	N=7*			N=10*		
	Blind	Deaf	Orthopedically Impaired	Blind	Deaf	Orthopedically Impaired
Wanted to help the handicapped	1		2		2	
To educate and train the handicapped			1			
To fill staffing needs	2	2	5	1	4	4

*Some restaurants may have indicated more than one reason or did not respond to this question in the survey.

TABLE XVIII

REASONS FOR NOT CURRENTLY EMPLOYING THE PHYSI-
CALLY HANDICAPPED IN RESTAURANTS WHICH
PREVIOUSLY EMPLOYED THE PHYSICALLY
HANDICAPPED

Reasons	Restaurants Which Previously Employed the Physically Handicapped N=10*
None available	4
Did not work out	1
No current need	3
Employee's bad attitude	1
Unsuccessful past experience	1
None of the above	1

*Some restaurants have indicated more than one reason.

Comments Made by Respondents on the Questionnaire

Restaurants which currently employed the physically handicapped provided the following comments:

"We hire people for the job--if he or she can do the job, or learn to do it, we ignore his handicap."

"We have also worked with special ed students from the high school. Some years this was a positive experience--some not. It depended on the instructor we were working with from the school."

"The orthopedically impaired employee was the only unsuccessful experience we have encountered. She used her handicap as an excuse to not do her work or to solicit sympathy and have others help do the work."

Restaurants which previously employed the physically handicapped provided the following comments:

"Haven't thought about it."

"Very few apply."

"Deaf people and slightly orthopedically impaired are eligible; blind persons cannot function."

"Have not had any apply."

CHAPTER V

SUMMARY AND RECOMMENDATIONS

"Our society cannot afford to waste human potential by denying opportunities and resources to handicapped individuals" (Joe, 1981, p. 238). The physically handicapped individual can be an asset to the foodservice industry. Hiring the physically handicapped is good business for the employer and the employee.

This study was conducted to identify the extent to which physically handicapped individuals were employed in selected Oklahoma restaurants. The study further identified restaurant characteristics and the employment practices for physically handicapped individuals previously and currently employed, work stations where they were assigned, tenure, and additional training required for the physically handicapped personnel.

Of the 165 NRA member restaurants in Oklahoma, 35 responded to the survey. Of these 35, 18 have never employed the physically handicapped, and 17 either currently employed (N=7) or previously employed the physically handicapped (N=10).

Summary

Data from the survey indicated that a limited number of physically handicapped individuals are being employed in Oklahoma restaurants and that they are proving themselves as capable foodservice

employees and, in some cases, as supervisory and management personnel. The restaurants employing the physically handicapped either previously or currently that responded to this survey varied in their style of service, with the majority having sit-down, informal table-service. The approximate volume of sales indicated by the majority of the respondents was under \$1,000,000. More restaurants were located in cities over 100,000 in population than cities of any other size.

Orthopedically impaired individuals accounted for the majority of the physically handicapped employees, followed by deaf and blind individuals, respectively. These employees achieved an average tenure of one to two years with the restaurant. The jobs performed, or work stations, were varied for all three types of handicapped personnel. Several positions were held by blind individuals which contradicted the stereotype most people have of the blind individual's ability to function. These positions were: waiter/waitress and supervisory. A deaf individual who held a position as a waiter/waitress also seemed to contradict the stereotyped image of deaf employees.

Training employees, whether handicapped or not, can range from simply clocking in and going to work, to a structured, formal training program. This study identified general training by employees and management as the primary method for training physically handicapped employees. When asked to indicate the additional time needed for this training, the respondents identified "Two to three days" or "None needed" as the two most frequent responses. The majority of the respondents indicated that no change would be made to increase

the effectiveness of the training currently being used with the physically handicapped employees; however, they would like to have additional printed, visual, or audio instructional materials specifically designed for foodservice personnel.

Specific training in foodservice skills and general training in work skills were the two attributes employers seek in prospective physically handicapped employees. In order to increase the involvement of the physically handicapped in the employment process, respondents to this survey suggested the need to increase the employers' awareness of the availability of potential physically handicapped employees, and to educate restaurant managers about the quality of the physically handicapped individuals and the contribution they can make to the foodservice department.

The main reason the respondents hired the physically handicapped was to fill the staffing needs of the restaurant. Contrary to the researcher's expectations, and considering today's tight economy, respondents were not taking advantage of tax incentives by hiring the physically handicapped. Restaurants not currently employing the handicapped indicated that none are available as the major reason why they do not employ these individuals currently.

In general, the physically handicapped employee was identified as an asset to the restaurants by respondents to this study. Although a few problems were indicated, these problems were a definite minority among the responses.

Recommendations

This study has identified employment characteristics for a

number of physically handicapped employees either currently or previously employed in Oklahoma restaurants. During the course of this research project, several problem areas were identified. Previous research in the specific area of the physically handicapped restaurant employee was extremely limited; hence, materials available for background information were difficult to locate. The majority of past research focused only on the mentally handicapped or the mentally educable individual.

Several areas of this study could be done differently. The population used in this study was not representative of all restaurants in the state; therefore, results could only be generalized to this group. This generalization was further reduced by the small number of restaurants which responded to the survey. Cooperation from the state restaurant association or the NRA needed to be solicited. The Oklahoma Restaurant Association was approached, but was not willing to participate in this study; hence, the NRA listing was used. Other populations to survey may include health care facilities, school foodservice, hotel/motel systems, and other agencies with any type of foodservice.

The survey as a method of data collection is losing some importance due to the apathy of, and amount of "junk mail" received by potential respondents. This questionnaire identified the main points of information sought by the researcher. One part of the questionnaire which should be changed is an additional identification for restaurants either employing the physically handicapped in the past or the present. These respondents should be able to differentiate between past and present employment characteristics and not group

the two categories together as was done on this questionnaire. This will provide more accurate information for future researchers. Administration of the questionnaire on a one-to-one basis may provide a better response rate and more accurate information. This may allow for statistical, rather than descriptive analysis.

Results of this study have provided, to a limited extent, a base for future research. Areas indicated as needing future development by the respondents were in the area of employee availability and training. Developing materials to market the availability and capabilities of potential physically handicapped employees might stimulate the foodservice industry and the rehabilitative services to jointly pursue innovative endeavors directed toward effective manpower development involving physically handicapped individuals.

All facets of training for the physically handicapped restaurant employee can be researched and developed. This area of research may provide a major impact on the role function and quality of work for all restaurant employees, not just the physically handicapped. A similar research involving a wider area of the state or country may provide a solid base of information to assist future researchers, hotel and restaurant educators, personnel trainers, and others to develop and provide meaningful training materials for the physically handicapped person interested in employment or a career in the food-service industry.

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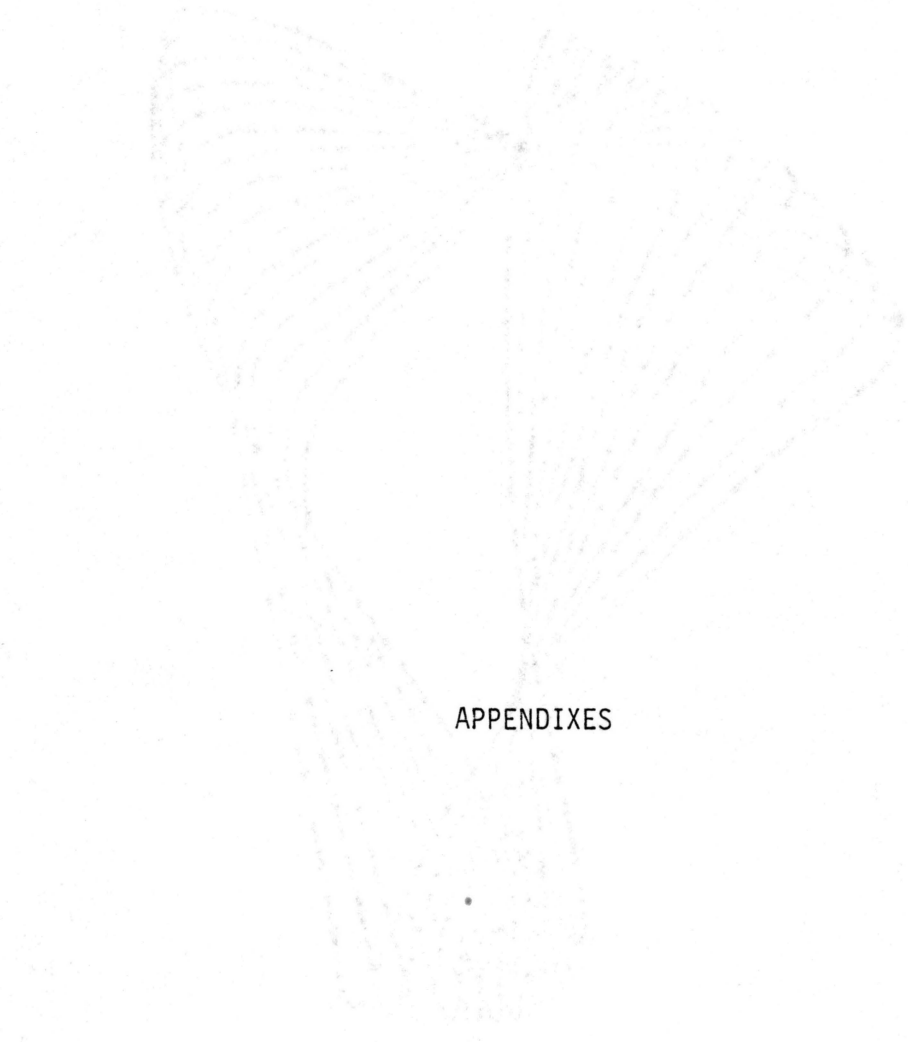
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APPENDIXES

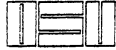
OKLAHOMA STATE UNIVERSITY

SECTION HERE

APPENDIX A

LETTER OF INTRODUCTION FOR QUESTIONNAIRE

OKLAHOMA STATE UNIVERSITY
CASH BOX
MAY 1957



Oklahoma State University

Department of Food, Nutrition and Institution Administration

STILLWATER, OKLAHOMA 74078
(405) 624-5039

November 21, 1983

The restaurant or foodservice industry has traditionally been an employer of physically handicapped individuals. Physically handicapped people can be used constructively in a working situation to relieve manpower shortages and to provide a good personnel base for an extended period of time. This study is being undertaken to explore the extent to which physically handicapped persons are employed by Oklahoma members of the National Restaurant Association.

In this study, the physical handicaps of blindness, deafness and orthopedic impairment will be defined as follows:

Blindness - 20/200 vision with the best correction (the legal definition)

Deafness - hearing capability less than 90 decibels in the best ear with the best correction (the legal definition)

Orthopedically impaired - wheelchair bound, single or multiple amputee, impairment caused by disease or birth defect, permanent use of crutches or cane, or loss of function in the arms or legs that prohibits normal activity

Responses on all returned questionnaires will be held in strict confidence. The identity of the respondents will be known only to the researcher, and only for the purpose of sending follow-up letters.

It will take approximately 20 minutes to complete this questionnaire. Kindly return on or before December 5, 1983. Your interest and cooperation are very much appreciated.

Lea Ebro
Lea Ebro, PhD., R.D.
Associate Professor

G. Baker Bokorney
G. Baker Bokorney, EdD.
Director, School of Hotel
and Restaurant Association

Bill Ryan
Bill Ryan
Foodservice Coordinator
University Foodservice
Graduate Student

APPENDIX B

QUESTIONNAIRE FOR IDENTIFICATION OF RESTAU-
RANT AND EMPLOYMENT CHARACTERISTICS

QUESTIONNAIRE

1. What style of service does your restaurant provide?

- A. Fast food
 B. Cafeteria
 C. Sit down--tableservice--informal
 D. Customer orders and picks up meal--sit down dining
 E. Sit down--tableservice--formal
 F. Other (Please specify) _____

2. How many people do you employ in each of the following categories?

Part-time
 less than 30 hours/week _____
 3/4 time
 30-40 hours/week _____
 Full-time
 40 or more hours/week _____
 Temporary help _____
 Other (Please specify) _____
 TOTAL _____

3. What is the approximate volume of sales generated annually in your restaurant?

- | | |
|---|---|
| <input type="checkbox"/> A. \$1-\$249,999 | <input type="checkbox"/> H. \$4,000,000-\$4,999,999 |
| <input type="checkbox"/> B. \$250,000-\$499,999 | <input type="checkbox"/> I. \$5,000,000-\$5,999,999 |
| <input type="checkbox"/> C. \$500,000-\$749,999 | <input type="checkbox"/> J. \$6,000,000-\$6,999,999 |
| <input type="checkbox"/> D. \$750,000-\$999,999 | <input type="checkbox"/> K. \$7,000,000-\$7,999,999 |
| <input type="checkbox"/> E. \$1,000,000-\$1,999,999 | <input type="checkbox"/> L. \$8,000,000-\$8,999,999 |
| <input type="checkbox"/> F. \$2,000,000-\$2,999,999 | <input type="checkbox"/> M. \$9,000,000-\$9,999,999 |
| <input type="checkbox"/> G. \$3,000,000-\$3,999,999 | <input type="checkbox"/> N. \$10,000,000 or more |

4. What is the approximate population of the city (town) where your restaurant is located?

- | | |
|---|---|
| <input type="checkbox"/> A. Under 10,000 | <input type="checkbox"/> D. 50,000-99,999 |
| <input type="checkbox"/> B. 10,000-24,999 | <input type="checkbox"/> E. 100,000 or more |
| <input type="checkbox"/> C. 25,000-49,999 | |

10. In what areas do your physically handicapped employees work? Please check all that apply.

	BLIND	DEAF	ORTHOPEDICALLY IMPAIRED
Waiter/waitress	_____	_____	_____
Bartender	_____	_____	_____
Busperson	_____	_____	_____
Dishroom	_____	_____	_____
Counter service personnel	_____	_____	_____
Pot/pan washer	_____	_____	_____
Custodial	_____	_____	_____
Store room	_____	_____	_____
Cook/range area	_____	_____	_____
Salad preparation	_____	_____	_____
Dessert preparation	_____	_____	_____
Cashier	_____	_____	_____
Secretarial	_____	_____	_____
Accounting	_____	_____	_____
Supervisory	_____	_____	_____
Management	_____	_____	_____
Other (Please specify) _____	_____	_____	_____
_____	_____	_____	_____

11. What type of training was used to develop the physically handicapped employees' skills in your restaurant? Please check all that apply.

	BLIND	DEAF	ORTHOPEDICALLY IMPAIRED
Outside agency such as workshop, government program, private tutor	_____	_____	_____
One-to-one instruction by management	_____	_____	_____
General training by employees and management	_____	_____	_____
Actual work experience training with other employees	_____	_____	_____
Other (Please specify) _____	_____	_____	_____

12. What changes would you make to increase the effectiveness of this training? Please check all that apply.

	BLIND	DEAF	ORTHOPEDICALLY IMPAIRED
No changes would be made	_____	_____	_____
More personal interchanges	_____	_____	_____
Less interference from outside agencies	_____	_____	_____
More concentrated training on required job skills	_____	_____	_____
Increased assistance from outside agencies	_____	_____	_____
More initial familiarization with the restaurant's physical layout or operational systems	_____	_____	_____
Other (Please specify) _____	_____	_____	_____

13. If any problems were encountered by the physically handicapped employees concerning the physical arrangement of the restaurant, what solution did you use to correct the problem? Please check the appropriate response.

	BLIND	DEAF	ORTHOPEDICALLY IMPAIRED
No problems were encountered	_____	_____	_____
No changes were made; employee adapted to layout	_____	_____	_____
No changes were made; layout already accomodated handicapped	_____	_____	_____
Minor modifications were made; Braille signs, signal lights, ramps, etc.	_____	_____	_____
Major modifications were made to the structure; walls moved, doors widened, layout changed, etc.	_____	_____	_____
Other (Please specify) _____	_____	_____	_____

14. If any problems relating to the operating systems of the restaurant were encountered by the physically handicapped employees, what solution did you use to solve the problems? Please check the appropriate response.

	BLIND	DEAF	ORTHOPEDICALLY IMPAIRED
No problems were encountered	_____	_____	_____
No changes were made; employee adapted to the systems	_____	_____	_____
No changes were made; the systems were already designed for handicapped employees	_____	_____	_____
Minor modifications were made; shift changes, rearranging work areas, etc.	_____	_____	_____
Major modifications were made; designing new schedules, restructuring systems, etc.	_____	_____	_____
Other (Please specify) _____	_____	_____	_____

15. For what reasons did you hire the physically handicapped employee? Please check all that apply.

	BLIND	DEAF	ORTHOPEDICALLY IMPAIRED
Wanted to help the handicapped	_____	_____	_____
To help educate and vocationally train physically handicapped individuals	_____	_____	_____
To take advantage of tax incentive	_____	_____	_____
To comply with federal or state law	_____	_____	_____
To fill the staffing needs of the restaurant	_____	_____	_____
Other (Please specify) _____	_____	_____	_____

16. What materials or services would be useful to you in the future for training the physically handicapped? Please check all that apply.

- A. Printed, visual, or audio instructional material
 B. Training programs conducted by outside agencies off premises
 C. Outside trainers coming into the restaurant and working with the employees
 D. Materials that are specifically designed for foodservice jobs
 E. Other (Please specify) _____

17. What skills would you look for in prospective physically handicapped employees? Please check all that apply.
- A. Specific training in foodservice skills
- B. General training in work skills
- C. No specific training requirements
- D. General education skills
- E. Other (Please specify) _____
18. How much additional training do your handicapped employees require as compared to other employees? Please check the appropriate response.
- A. One day
- B. 2-3 days
- C. 4-5 days
- D. 6-7 days
- E. Other (Please specify) _____
19. What should be done to increase the involvement of the physically handicapped individual in the employment process of restaurants? Please check all that apply
- A. Develop pools of potential employees
- B. Increase employers' awareness of the availability of potential employees
- C. Educate restaurant managers about the qualities of physically handicapped workers
- D. Introduce specific training in foodservice skills in public/private programs for educating the physically handicapped
- E. Other (Please specify) _____
20. If you do not currently employ physically handicapped individuals, what is/are the reason(s). Please check all that apply.
- A. None available
- B. Did not work out
- C. No current need
- D. Employee's bad attitude
- E. Safety reasons
- F. Too expensive to train
- G. Unsuccessful past experiences

Comments:

Thank you for your cooperation
Please fold the questionnaire in thirds so the return address is visible and staple it closed. Drop this questionnaire in any mailbox, return postage is already provided.

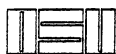
FNIA Department
425 HEW
Oklahoma State University
Stillwater, OK 74078

BILL RYAN
FNIA DEPARTMENT
425 HEW
OKLAHOMA STATE UNIVERSITY
STILLWATER, OK 74078

FNIA Department
425 HEW
Oklahoma State University
Stillwater, OK 74078

APPENDIX C

FOLLOW-UP LETTER TO RESTAURANTS



Oklahoma State University

Department of Food, Nutrition and Institution Administration

STILLWATER, OKLAHOMA 74078
(405) 624-5039

December 14, 1983

Dear Colleague:

Responses to the questionnaire mailed November 21, 1983 are being returned. The information provided in the surveys received has proven to be useful to this research project. I would like to be able to include your responses in this study.

Please complete and return the questionnaire originally sent to you. If you would like another copy of the questionnaire, do not hesitate to contact me at (405) 624-5344 during the day.

I look forward to receiving your reply as soon as possible. Your assistance will be greatly appreciated.

Sincerely,

Bill Ryan
Foodservice Coordinator
University Foodservice
Graduate Student

APPENDIX D

RESPONSES FOR RESTAURANTS WHICH INDICATED
NOT HIRING THE PHYSICALLY HANDICAPPED

RESPONSES FOR RESTAURANTS WHICH INDICATED
NOT HIRING THE PHYSICALLY HANDICAPPED

Style of Service

Fast Food	4
Cafeteria	2
Sit down--informal table service	8
Sit down--formal table service	4

Approximate Volume of Sales

\$1-\$249,999	2	\$2,000,000-\$2,999,999	1
\$250,000-\$499,999	2	\$3,000,000-\$3,999,999	1
\$500,000-\$749,999	4	\$5,000,000-\$5,999,999	1
\$750,000-\$999,999	2	\$7,000,000-\$7,999,999	1
\$1,000,000-\$1,999,999	3		

Some restaurants did not respond

Approximate Population of Location

Under 10,000	3
10,000-24,999	1
25,000-49,999	2
50,000-99,999	4
100,000 or more	8

Average Age of Building in Years

Total Years / Number of Responses	319/18
Average	17.72
Range	1-60

Employees

Classification	Total Employees/ Number of Restaurants	Average	Range
Part-time	214/5	14.26	1-29
3/4 time	148/3	11.38	2-40
Full-time	157/16	9.81	2-40
Temporary	1/1	1.0	

VITA 2

William Emmett Ryan III

Candidate for the Degree of
Master of Science

Thesis: UTILIZATION OF BLIND, DEAF, AND ORTHOPEDICALLY IMPAIRED
EMPLOYEES IN SELECTED OKLAHOMA RESTAURANTS

Major Field: Food, Nutrition and Institution Administration

Biographical:

Personal Data: Born in Chicago, Illinois, September 19, 1955, the
son of Mr. and Mrs. William E. Ryan Jr.

Education: Graduated from Broken Arrow High School, Broken Ar-
row, Oklahoma, in May, 1974; received Bachelor of Science
degree in Hotel and Restaurant Administration from Oklahoma
State University, Stillwater, Oklahoma, in December, 1981;
completed requirements for the Master of Science degree at
Oklahoma State University in May, 1984.

Professional Experience: Food Service Coordinator, Oklahoma
State University Food Service, 1982-84; Food Service Super-
visor, Oklahoma State University Food Service, 1981; Part-
Time Supervisor, Oklahoma State University Food Service,
1977-80; Management experience at Philmont Scout Ranch,
Cimarron, New Mexico, summers of 1975-80.

Organization: Omicron Nu.