

(cover - front)

Being in Management as a Disabled Person
The ADP Employment Series

(main text)

Foreword from the Rt Hon David Blunkett MP, Secretary of State for Education and Employment

I am pleased to be asked to introduce this booklet - one of the first three in a potentially larger series, produced by the Association of Disabled Professionals. These first three, covering self-employment, management and teaching have been funded by the Employment Service, through the National Disability Development Initiative.

I believe that these booklets offer a real opportunity for disabled people to gain a valuable insight, from the experience of disabled people who are already working in those fields. This innovative approach to providing employment advice means that those issues, which are of greatest importance to disabled people, are covered in a realistic and practical way.

I hope that everyone who reads the booklets, benefits from the experience shared by the people who have contributed and feel more informed about the issues facing disabled people in employment today.

(Signature)

David Blunkett

Being in Management as a Disabled Person is one of the first booklets in the ADP Employment Series. It is intended as a starting point for disabled people who want to enter management or for managers who become disabled. Some parts of other titles in the series may also be relevant.

The booklet is divided into four sections

- | | |
|---|--------|
| \$ What is Management? | page ? |
| \$ More About Management | page ? |
| Advice and information for disabled managers | |
| \$ Some Disabled Managers | page ? |
| \$ More About Employment and Disability | page ? |
| Signposts to further sources of advice and information about employment for disabled people | |

Key to symbols

(NOTE FOR TRANSLATORS: the letters will be replaced by symbols, but are given here for your information)

(ADP logo)

m postal address
f fax
e e-mail address

p telephone (voice)
t textphone

What is Management?

Managers are found in most, if not all, organisations. They are the ones who have control that others do not have. A manager may control budgets, people, processes, or any combination of these.

Once they have acquired management skills, through study or hands on experience, a manager may well be able to transfer with those skills to working in different types of organisation. Management is about dealing with people, planning, directing, decision making and taking responsibility.

In management you have the power to change things, to make a difference. When a department or business succeeds, the manager is held responsible for the success. As a manager, you are more likely to command a high salary.

It can also be stressful. The manager makes decisions and can be held responsible when things go wrong. They are in a position of power and colleagues may not always appreciate that. Management can be competitive and isolating.

There is no defined route into management. Some people become managers through a structured management training programme. Other people work their way up to being a manager. A manager does not always need a qualification.

There are some organisations which are set up to help disabled people get the management skills they need. If you are working at a level lower than manager and you want to be a manager, then you could aim for internal promotion. Some organisations have staff review procedures for their employees. You could mention your ambition to become a manager at one of these. You can gain some experience of management by serving on a voluntary management committee or board of directors, and getting involved in the recruitment of staff or the financial planning or the strategic management of the organisation. Some voluntary groups offer free training for their management committee members.

Another route into management is through setting up your own company and becoming self employed. If you are thinking about that option, then you might find the booklet "Being Self Employed as a Disabled Person" useful.

More About Management

The Leadership Development Programme offers quality training to disabled people who want to develop their management and team working skills. Any disabled person can apply for a place.

m Leadership Development Consortium, The Prince of Wales' Advisory Group on Disability, Nutmeg House, 60 Gainsford Street, London SE1 2NY p 0171 403 9433 f 0171 403 0404

Fast-Track is a programme for graduates. It offers disabled graduates two six month placements with key national employers, as well as personal development training.

Fast -Track recruits ten trainees once a year.

m Fast - Track, Scope, 6-8 Market Road, Islington, London N7 9PW p 0171 6197299

The Masters in Business Administration (MBA) is a qualification for managers. There may be a business school or university near you that offers an MBA. If you prefer studying at home you could try two distance learning organisations offering management qualification courses.

Open Business School m Higher Degrees Office, The Open University, P0 Box 49, Milton Keynes MK7 6AD p 01908 653361 f 01908 654806

The Open College m Freepost MR7262, Manchester M20 OPT

Some Disabled Managers

Douglas Campbell has been the Executive Director of the Disabled Drivers' Association for three years.

"We have eight staff. I have responsibility for committee servicing, member servicing and virtually everything else. I got fed up with running my own business and the uncertainty of income. I'd been a member of the Disabled Drivers Association for 20 something years. I thought, "why not get paid to do what you like doing?"

I drifted into management. I had no formal training other than the odd half day refresher courses. At the moment, I am doing the Open University Business Course for Professional and Voluntary Sector Management, to give me some skills on paper.

I like the job most of the time, and it gives me a regular income. There are advantages with working with only disabled people. I don't think that there are any particular disability management qualities. Being the manager, you have a bit more flexibility, but not in terms of being able to pace yourself on a bad day.

Many managers work horrendous hours. I find it extremely difficult to be equal with an able bodied person in the same job, in terms of having the same stamina. I have to stay overnight somewhere, whereas someone else may drive back and get home at one o'clock in the morning.

You'll only become a manager if you could have done it without a disability. You've got to have the same skills, the same drive, the same abilities. You've got to have the will to learn the job and get the skills needed - that needn't necessarily mean you have to be academic. I think a manager needs to understand the job that his colleagues do."

§ Douglas is a Wheelchair user

Brian Stocker has been the General Manager of People First for four months.

"I've been working for People First for seven years. They put me on a manager's project about three months before I was a manager. Now I manage the staff and the budget, that kind of stuff.

I've got a voice activated computer from PACT (now the Disability Service Team) and I have a support worker. I had support and advice from People First London. I need some training for the manager role. There's lots of other stuff to learn. My manager's

quite good. She does training with me and she can do management. We're all getting the same wage, but as I'm the manager I might get a bit more.

It's a good idea for people with learning difficulties and other disabled people to manage our own projects and services. People at Social Services take me seriously. That's why it's good for everybody else who's out there with a disability.

My advice to other people is if they want to be a manager as a person with a learning difficulty, they've got to fight for it themselves. Take it slowly into it, not fast into it. I was taken slowly into bits and pieces that I was doing, so I could manage it, and everybody said it was a good idea, there was a damn good manager in there. Not everybody is cut out to be decent managers.

I couldn't read or write at all. I couldn't do anything for myself. Now I'm out on my own, I'm learning all the time. I can read a bit and I can write a bit. You need to get a vocation. I'm learning that now. That's why I need support to help me to read and write and to help me to do other things as well.

§ Brian has a learning difficulty

Terry Simpson has been the co-ordinator of the UK Advocacy Network for five years.

"I co-ordinate the activities of a national network of groups involved in mental health advocacy and user groups, planning activities around mental health. I co-ordinate the activities of three other workers.

I'd been working as a mental health advocate for about four years and I'd enjoyed it. I was excited by the prospect of working at a National rather than a local level. I was interested in the Survivors' movement. It's been very good.

My previous work had been to develop a user led mental health advocacy group and I'd been the chair of the management committee of that. I was managing the paid workers so I had a lot of experience.

I first went into a psychiatric unit when I was twenty three. I was doing a post graduate teacher training course. I'd become ill after two terms. Afterwards I tried to pick it up and get back on the course. It was fairly clear that I wasn't welcome to carry on. I didn't get the qualification.

My employers have been quite sensitive about my possible mental ill health. That's partly because the committee is made up of Survivors, who understand what it's like. I have a supervisor who is very good at making sure that I feel all right about taking time off and that things are kept in perspective. I don't need any physical adaptations. It has been more in terms of time, and measures to keep the stress down.

Sometimes, it is possible to end up in the situation where I'm being supportive to a member of the management committee, even though technically they're my boss. That can be a problem. The only real qualifying factor to work here was you had to be a Survivor. I was used to having to keep quiet about it. It was very refreshing not only to be honest about it, but it actually became a positive feature.

I get paid less than somebody who is managing a local advocacy project. The committee intend to pay me more for the work that I do - when they get more money.

It gives you self confidence to be in a decision making role. If you think you can't think, if you're told that you're thinking wrong, then it has a tremendous effect on you and you can spend the rest of your life not trusting your thinking and not thinking you're good at making decisions. To be in a management role and have the job of making decisions is very empowering. It can make you remember how much you've got to offer. It's really good for your self confidence. But it's quite stressful.

My advice is find out what your strengths are and go into something that you know about. I was confident that I knew about mental health having been in the system and worked as an advocate. I know as much about this as any of these professionals. That gave me confidence to manage. Stay flexible. You have to keep thinking in the job because managing is about adapting to new situations. You have to have a flexible way of working. I think the most important thing is to get good support for yourself. You get isolated very easily. There can be a bit of a barrier between the other workers and the manager. You need to have really good support networks. You need to be talking things through with someone and getting advice, rather than reacting to a crisis."

§ Terry is a Survivor of the mental health system.

Nick Clarke was a local authority principal equal opportunities officer, but has just recently started employment with the NHS Executive.

"I worked with service managers on managing change and making their services more accessible and accountable to people. I became a manager in public service because I wanted to use my skills to make things better for people. I discovered fairly soon that specialist equal opportunities jobs were not capable of bringing about change, so I went into more mainstream management.

We're all lacking in confidence around our own impairments and asking for the things we need - we're good at asking for things for other people, but it's more difficult to ask for it for ourselves. In the end, I went to my employer, who now employ twelve or thirteen support workers or personal assistants (PAs) for individual employees. So it led to a lot of other people getting principal reasonable adjustments. PACT (now the Disability Service Team) provided the know-how about what I would need. I tried out things that other partially sighted people were using, and I talked to other people about different systems. I gained a lot of support through that. I feel confident in asking for what I need.

I have a full time PA for the vast volume of paper work that comes in, and for dealing with meetings. My job is about understanding people, understanding change. I have a large print computer and a talking computer. I also have tape recorders and CCTV. The photocopier is one that I can use, and so is the fax machine. They consult me on the way things are laid out, and on policies like fire evacuation policies.

I have done a Certificate in Management Studies and a Diploma in Management Studies with Sheffield Business School, at Sheffield Hallam University. The Diploma of Management Studies was helpful in me getting my new job. They're the first two years in the Masters in Business Administration.

I've just had to negotiate my salary for my new job. I know people who've sold themselves cheap as disabled people and gone for the lowest point on the salary scale. I talked to lots of people before negotiating the salary and tried to talk about myself in a positive light. I think I've got a decent salary.

A lot of disabled people are good problem solvers because of the sort of life they've had to go through. We can bring different approaches to problem solving and to working with people. More women managers led to a change in management. I think more disabled managers will lead to new ways of approaching management; new ways of thinking about the cultures in which people work; the best ways of enabling people to work well.

Something I have to think about in my new job is how to be taken seriously. People are not used to being managed by a disabled person, or working with someone who is using a support worker, or specialist equipment. They're used to thinking of disabled people as people they provide a service to, particularly in public service. They're not thinking of disabled people as creative managers who will line manage them. Sometimes I see things from a different point of view, which is positive. I pick up things that other people don't pick up.

Mentoring, and talking to people, are good. Try to find someone in management who will spend some time with you. I was mentored at one stage by the Chief Executive in Kirklees Council, which was very positive. Try things out. Try and get some way of managing a project. Gradually build up your portfolio of experiences. Take yourself seriously. Value yourself. Read about management. Believe that you can be a manager and that you're going to make it. Think of things you want to change, and then think of ways of doing them better.

I think a network of disabled managers would be good. It might be good to try and set up systems of mentoring or support networks. The vast majority of disabled people who are managers became disabled when they were managers and are not happy to talk about themselves as disabled people."

§ Nick is partially sighted.

Alice Maynard Lupton has been the Disability Strategy Manager at Railtrack for a year.

"My brief is to develop and implement a strategy to make the rail network accessible to disabled people. I build links in the industry, and with local authorities and disability organisations, to achieve this.

I took a degree at York University. I went straight from this into a graduate trainee programme. Becoming a manager was a natural career progression. All subsequent training was 'on the job' until I felt that I was not making progress in my career. I decided to take an MBA. I had to leave my job in order to do this.

The company I worked for when I left to take my MBA was not paying me at similar rates to my peers, and that was one reason for my decision to leave.

I am trying to get more personal assistance for the substantial amount of travel I need to do in my job. There seems to be a reluctance to talk to me about these issues, and to use PACT (now Disability Service Team) provision.

I have limited physical energy and functionality, and management allows me to achieve without having to 'do it all myself'. I need a job requiring more brain than body power, and management enables me to have this.

There are issues about being taken seriously, which is a disadvantage. Being a woman, and looking younger than my age has added to this. People view me through a filter of stereotypes, rather than engaging with what and who I am. There's also the equivalent problem of my own internalised oppression, and this can cause me to believe that I am less effective than everyone else. That's why I chase after qualifications - to prove my abilities. I often have to make myself compare myself objectively with my peers to see that I am as good as, if not better than, they are in many respects.

My advice to a disabled person who wants to become a manager is learn to evaluate yourself realistically. Take every opportunity for self-development, and project yourself. 'Blow your own trumpet' at work - especially difficult for women - because nobody else will. Give others credit where it's due. That's good management, and it will free them up to give you credit when it's due to you."

§ Alice is an electric wheelchair user.

Geof Armstrong has been the director of the National Disability Arts Forum for five years.

"I'm responsible for co-ordinating the organisation's activities, and making sure that the organisation achieves its aims as agreed with the Arts Council of England and other stake holders, such as the regional and disability arts forums. I moved into disability arts management from being a professional actor with Graeae Theatre Company. I perceived a need for disability arts organisations to be set up. I was there from the start. Once the transition to management was made, I started training more seriously and embarked on a number of training courses, doing a post graduate certificate in arts management, to ensure I had the kind of skills that I need to do the job, like report writing, accounting, personnel management, general arts management. The various regional arts boards who have funded the organisation that I've worked with have been very good at providing training.

The adjustments I need are to do with resource allocation to accommodate my disability, like taking into consideration that I need to get taxis.

I think disabled people bring a perspective to managing an organisation that a non-disabled person can't. We're much more empathetic to the needs of other disabled people, who might be employed in the organisation. It's good to be in a position of power, to influence change, to be able to set systems in place to enable other disabled people to come into the work place.

The disadvantages of management for disabled people are lack of access, lack of understanding, lack of emphasis on creating employment opportunities for disabled

people in the arts community, lack of education, which is a serious disadvantage to anyone wanting to be an arts manager.

My advice is get as much training as you possibly can. Start at the bottom and work your way up.”

§ Geof has a physical impairment

Harjinder Singh has been the Information Technology (IT) Manager for Bradford Careers for over three years.

“I became IT manager because the organisation needed somebody with the technical ability to oversee the IT services. I look after our computer network and telecommunications.

I started at DIAL as a computer operator, then I got the job as an advisory supervisor at Centrepont. Eventually I became the manager of Centrepont. When I was seconded to the Careers Service they had to make adjustments because where we were based was inaccessible. I was based somewhere else at first. Even now we have some occasions where it’s impossible to do the job. We try to get work with more control from this room rather than visiting inaccessible places. There are always things I won’t be able to do because of my impairment.

I don’t use any adaptations - the adjustments are in terms of how you relate to other people. I do have a mobile telephone, originally through Access to Work, but now it’s owned by the company.

I have a degree. I have no formal qualifications in terms of becoming a manager. I spent a year in the voluntary sector with DIAL and other disability organisations. That was a good plan. If you’ve got no job and for years you sit at home it’s not ideal for anybody, even the non-disabled. You have to accept you never walk into a job. I learnt a lot about IT and about managerial tasks. It means taking your chances and making a go of it. You’ve got to want to do it.

Management is one way you can prove you’ve achieved something. You can make changes in how other people think. You rarely have the chance to make life better for others. That’s one of the key advantages in becoming a manager, saying this is how I think it should be done and making the changes.

You have to have that ability to compromise on your principals. When I went to the Careers Service I could have said I won’t accept that - working in another location for an organisation. I struggled on, and now the Careers Service is a more open place. You’re making it easier for yourself and other people to get into the building. There’s always relations within the team with regard to good management and poor management and how you interact with those. That can have its advantages and disadvantages. If you don’t handle it properly it becomes a major problem. Stick to your guns.

If you want to become a manager, go for it. It’s hard, but nothing in life is going to be easy anyway. If you want to become a manager, nothing stops you as a disabled person from doing that. Obviously there are structural or technical problems. And in an organisation that’s never had a disabled person, you can get attitude problems. All

those can be overcome. There is a real high in becoming a manager. It's how you handle all those lows...."

§ Harjinder is a wheelchair user with cerebral palsy.

More About Employment And Disability

Equal Opportunity

There is an increasing emphasis on "diversity" in the workplace, encouraging greater contributions from a whole range of people in society. Organisations committed to being good employers will have an Equal Opportunities Policy stating that they will treat people equally. This helps an organisation tackle the workplace barriers that prevent some groups - typically women and people from ethnic minorities, and also disabled people - being included properly in their workforce. The policy may cover things like recruitment practices, how they select candidates for interview, how they combat harassment in the workplace.

Disabled people are not "the problem". Disabled people are excluded by the barriers that society erects - in the way it constructs things, organises itself or holds attitudes. Employment barriers might be:

- § work organisation related - long hours, early meetings, requiring qualifications not strictly necessary for the job, selecting for redundancy on sickness records;
- § physical access - heavy fire doors, poor lighting or noise insulation, uneven surfaces;
- § attitudes - asking upsetting questions, making assumptions about a person's ability without asking, leaving them out of social activities.

The Disability Discrimination Act 1995 (DDA)

The DDA introduced the right for disabled people who worked in organisations employing 15 or more people (including part-timers) not to be discriminated against in the recruitment process or when in employment.

To comply with the DDA, employers must consider whether there are any "reasonable adjustments" they can make, in practices, procedures, and the physical environment of the workplace. For example, someone with a hearing impairment might expect a suitable telephone to be provided if they need one in their work; someone with a condition requiring regular medication might expect somewhere private to take it; someone who experiences mental distress might expect flexible leave arrangements for counselling sessions; an employee who becomes disabled might expect disability leave to give them space to come to terms with their new situation.

The DDA does not cover all disabled people, but it does cover a majority. For more information on the DDA contact:

m DDA Helpline Freepost MIDO 2164, Stratford-upon-Avon CV37 9BR p
0345622688 (recorded ordering service) p 0345 622633 (operator) t 0345622644 f
0345 622611

ADP has information on sources of help in enforcing your rights.

The Employment Service

The Employment Service offers assistance to

- disabled people looking for work
- people in work who have become disabled or whose condition is deteriorating
- employers who want to employ a disabled person
- disabled people who are thinking about becoming self employed.

Your local Jobcentre will put you in touch with a Disability Employment Adviser (DEA) who is part of the Disability Service Team (formerly called PACT). Its role is to provide disabled people with:

- § an initial employment assessment
- § referral, where appropriate, to work preparation or occupational health assessment
- § in-depth job seeking advice
- § information on and referral to specialist Employment Service programmes including Access to Work, Job Introduction Scheme and Supported Employment
- § referral to training
- § work place assessment and ongoing support.

Access to Work aims to help disabled people enter or stay in work, including self-employment, by providing practical support such as special equipment, help with fares to work and human support in the workplace. Access to Work can pay the additional cost of employment resulting from disability.

The Employment Service's disability symbol (layout note: symbol alongside this para) is displayed by employers who have signed up to five commitments on the employment of disabled people including guaranteeing an interview to job applicants who meet the minimum criteria for a job.

For information on all aspects of the Employment Service' s workcontact your local Jobcentre or visit their Website <http://www.employmentservice.gov.uk>

Association of Disabled Professionals (ADP)

ADP is an organisation of disabled people who are, plan to be or have been in professional or managerial employment. ADP aims to provide a forum to enable disabled people to share experiences of successful personal development and valued work, and to help create conditions for other disabled people to realise their ambitions.

ADP produces information sheets for disabled people on a range of employment and other subjects. Members have the opportunity to be included on the ADP Networking List, which is useful for contacts. Members receive copies of the ADP Quarterly magazine.

m BCM ADP, London WC1N 3XX p/f 01924 283253 t 01924 270335 e
AssDisProf@aol.com

More help in looking for a job

Employment Service Direct is a local call cost telephone service where qualified

(ADP logo)

staff can search for full or part time vacancies for you over the phone. The telephone advisers can arrange interviews or send you job application forms. Open weekdays 9am to 6pm and Saturdays 9am to 1pm.

p 0845 6060 234 t 0845 6055 255

Disability Press There are two monthly newspapers covering general disability issues that carry job adverts.

Disability Now m Scope, 6-10 Market Road, London N7 9PW p 0171 619 7323 t 0171 619 7332 f 0171 619 7331 Website <http://www.disabilitynow.org.uk>

Disability Times m 84 Claverton Street London SW1V 3AX p/f 0171 233 7970

CANDO (Careers Advisory Network on Disability Opportunities) is a Web based careers service for disabled graduates which provides information about graduate employment schemes, post graduate education, employment legislation for disabled people, and it also carries job adverts. CANDO hosts e-mail discussion forums. Their database is available on the Internet. It is at <http://cando.lancs.ac.uk/>

Disabilitynet is a general Website for disabled people which carries some job adverts. It can be found at <http://www.disabilitynet.co.uk>

Arberry Profile is a magazine that contains useful information for disabled graduates. Obtainable from: m Arberry Pink, 17 Rathbone Street, London W1P 1AF p 0171 631 5100

Financial Matters

If you are in receipt of disability or other benefits you will need to consider your financial position in the event of your taking employment or increasing hours. Your DEA may be able to advise. The DIAL or other disability advice service in your area can help - see yellow pages for details.

Disability Rights Handbook is produced each April. It is a guide to benefits and services for all disabled people. Available from Disability Alliance ERA.

m Universal House, 88-94 Wentworth Street, London E1 7SA.

Career Development Loan (CDL) is a deferred repayment bank loan which provides an individual with help to pay for vocational education or training. The DfEE pays the interest on the CDL while you are studying or training. Contact your local TEC or LEC (Training & Enterprise Council or Local Enterprise Company) - see yellow pages for details.

Useful Organisations

The Directory for Disabled People published by RADAR at £17.95 contains information about all aspects of disability, and lists many impairment based support groups. It is worth contacting groups which work with your particular impairment, in case they have any employment advice or support. Other RADAR publications include "Into Work: A Guide For Disabled People".

m 12 City Forum, 250 City Road, London EC1V 8AF p 0171 250 3222 f 0171 250 0212 t 0171 250 4119 e radar@radar.org.uk

Skill - National Bureau for Students with Disabilities supports disabled students

and produces a wide range of information and booklets relevant to disabled students and graduates.

m Chapter House, Crucifix Lane, London SE1 3JW p/t 0171 450 0620 f 0171 450 0650 e info@skill.org.uk

Opportunities for People with Disabilities offers disabled people free counselling, advice and support in relation to their search for employment. There are a number of regional offices.

m 1 Bank Buildings, Princes Street, London EC2R 8EU p/f 0171 726 4961 t 0171 726 4963

Disability Action Employment Support Services provide information and support to disabled people in Northern Ireland.

m 2 Annadale Avenue, Belfast BT7 3JH t 01232 491011 t 01232 645779 f 01232 491627

TUDA (the Trade Union Disability Alliance) is an organisation of disabled trade unionists who are members of a wide range of different trade unions, who are linked with other disability groups and networks in the Union Movement and can put you in touch with other disabled members.

m Membership Secretary - TUDA, 36 Foxes Way, Warwick CV34 6AY e Tudamail@aol.com f 01273 722643

Workable works to increase access to employment for disabled people. Their initiatives include work experience through Legable, Insurable and Mediable, for disabled people who want to work in the law, in insurance and in the media.

m Premier House, 10 Greycoat Place, London SW1P 1SB p/t 0171 222 1803 f 0171 222 1903

Impairment specific organisations

These are included because the groups served are under-represented in mainstream disability advice services:

CACDP (Council for the Advancement of Communication with Deaf People) produce a directory every year which gives details of British Sign Language Interpreters, Lip Speakers, Interpreters for Deafblind People, and Speech to Text Reporters, including rates of pay and other useful Information.

m Pelaw House, School of Education University of Durham Durham DH1 1TA p/t 0191 374 3606 f 0191 383 7914 t/answerphone 0191 383 7915 e durham@cacdp.demon.co.uk

People First is an organisation of people with learning difficulties. There are a growing number of local groups.

m Instrument House, 207-215 King' s Cross Road, London, WC1X 9DB p 0171 713 6400 f 0171 833 1880

MIND is a national charity for people who experience mental distress. It has a range of publications, including A Survivor's Guide to Working in Mental Health Services. Contact them for a free publications list, or for the address of your local branch.
 m Granta House, 15-19 Broadway, London E15 4BQ p 0181 519 2122 f 0181 522 1725 InfoLine 0345 66016

Notes

Was this booklet useful?

This booklet has been produced as part of a pilot project funded under the Employment Service's National Disability Development Initiative (NDDI). ADP believes there is a lack of employment advice by disabled people for disabled people and we hope this series will begin to correct this. In order to persuade organisations to fund further titles in the series, and to learn from *your experience* we hope you will complete this brief questionnaire and return it to us **as soon as possible** – m ADP, c/o Equal Ability, Freepost (LS5756), Horbury, Wakefield WF4 5BR e AssDisProf@aol.com f 01924 283253.

If you give us your contact details when responding as a “thank you” we will put you in a draw in **April 2000** from which 5 people will get a £20 gift token each.

About you Your name:
 Where to contact you:

Format needed for contact - complete only if *not* standard text

Are you a Manager?	yes / no
Have you been a Manager?	yes / no
Do you hope to become a Manager?	yes / no
Are you disabled?	yes / no

About this booklet [please tick the answers that apply to you]

Overall did you find it:

	<i>very</i>	<i>fairly</i>	<i>not very</i>	<i>not at all</i>	
readable?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
interesting?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		<i>a lot</i>	<i>some</i>	<i>not much</i>	<i>none</i>
had new information in it?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
gave you new ideas?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

PTO

Which parts did you read and which one was most useful?

<i>I read</i>	<i>most useful</i>
<input type="checkbox"/> What is Management?	<input type="checkbox"/>
<input type="checkbox"/> More About Management	<input type="checkbox"/>
<input type="checkbox"/> Some Disabled Managers	<input type="checkbox"/>
<input type="checkbox"/> More About Employment and Disability	<input type="checkbox"/>

Any other comments - positive or negative - would be welcome, such as how it has helped and suggestions for future titles.

Thank you!

(cover – back)

If you need to access this booklet in an alternative format, contact:

ADP

BCM ADP

London WC1N 3XX

Tel/Fax 01924 283253

Textphone 01924 270335 (use announcer)

e-mail AssDisProf@aol.com

A joint project under the National Disability Development Initiative

Employment Service

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