



# Employer Survey

## Baseline Report

April 03, 2020



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# Executive Summary

The Skills for Youth Employment (SkYE) Programme, conducted the 2019 Baseline Survey of Employer Perspectives on the Employment of People with Skills Certification who are with or without Disabilities. The main objective of this regionally representative survey was to inform the Programme Management Team (PMT) and the funding agency, the UK Department for International Development (DFID) of employers' perception of the value of skills certification/qualification in the Eastern Caribbean. This was derived by seeking employer perspectives across various industries and within companies of varying sizes in the four OECS countries in which the SkYE Programme will be implemented: Dominica; Grenada; Saint Lucia and St Vincent and the Grenadines. SkYE will use the data from this survey to formulate targeted strategies and policies for increasing employer awareness of the benefits of certificated TVET and improving employment opportunities for all young persons with skills certification (both with and without disabilities) and those who may or may not be considered disadvantaged. This survey presents current attitudes and practices of employers in nine industry sectors. The industry sectors include some high growth industries for youth employment as projected by the Departments of Labour Statistics (DLS) in the region and SkYE Design Programme Memorandum Report.

A secondary objective of the survey was to determine employers' communication preferences to guide SkYE's communication strategy in terms of media choices and timing/ frequency or output.

In the region, there is a dearth of literature or statistics on employment of people certified in TVET areas. Extensive searches for existing research revealed that there were no national or regional surveys examining the employers' perception on recruiting, hiring, advancing or retaining people with TVET certification. The 2019 SkYE Employer Survey was designed to provide a source of regionally representative statistics on the employment of people with TVET certification from the perspective of employers. To achieve that, SkYE conducted a short survey of a representative sample of senior level executives representing nine industries by company size: small (up to 14 employees), medium (15-99 employees), and large companies (100 or more employees). The industries were categorised according to the International Standard Classification of Occupations (ISCO) framework. They are:

1. Managers
2. Professionals
3. Technicians and Associate Professionals
4. Clerical Support Workers
5. Services and Sales Workers
6. Skilled Agricultural, Forestry and Fishery Workers
7. Craft and Related Trades Workers
8. Plant and Machine Operators and Assemblers
9. Elementary Occupations (E.g. Cleaners; Helpers; Agricultural, Forestry and Fishery Labourers; Food Preparation Assistant)

This report represents the views from 159 different companies/businesses who completed the survey as employers. The analyses presented in this report are based on the administration of the survey by different methods from May 27, 2019 through to March 31, 2020. The 159 companies

included in this report represent 54.6% of the sample of 291 companies required for more statistically valid results based on the estimated number of employers in the region. However, the overall findings offer a strong indication of knowledge, attitudes and practices regarding TVET in the Eastern Caribbean.

The survey results are analysed broadly for all companies who responded inclusive of company size and industry types. The three broad industry types were classified according to the characteristics of the industry which can be associated with the super-sectors of the North American Industry Classification System (NAICS). They include:

- Goods-producing industries such as ‘Skilled Agricultural, Forestry and Fishery Workers’ and ‘Craft and Related Trades Workers’ for example construction and manufacturing;
- Service-producing industries such as ‘Clerical Support Workers’, ‘Services and Sales Workers’ inclusive of retail trade, wholesale trade, transportation/warehousing, leisure/hospitality, education/health, information technology, professional, finance, and other services;
- Professional Administration such as ‘Managers’, ‘Professionals and Technicians’ and ‘Associate Professionals.

Key findings are:

#### **Employing people with TVET/CVQ certification**

- 100% of respondents responded that they have no preference for TVET/CVQ certification when recruiting, even if it is a stated requirement of the job.
- The majority of employers prefer employees who have relevant work experience above those with vocational qualifications.
- However, marginally more employers (+6%) preferred to recruit workers with relevant experience and TVET than workers with relevant experience and no TVET.
- 21% of surveyed employers perceive employees with TVET/ CVQ qualification to be more productive compared to those with no TVET/ CVQ qualification. A further 20% of employers thought employees with TVET/ CVQ qualification might be more productive – suggesting these employers ignore the evidence of their own workplace when recruiting. This could be addressed by better knowledge management and communication.
- Nearly half of employers felt improved knowledge and understanding of the TVET/CVQ qualification would lead to them recruiting more young people with TVET/ CVQ.
- Most employers valued key employability and soft skills: problem-solving, initiative and drive, adaptability, team working, communications and customer service etc. and recognised this element of TVET/ CVQ as beneficial.
- There is no difference in employers’ perceived value between TVET/CVQ certification and other forms of certification.
- Many employers have very little awareness of the spectrum of CVQ for various occupational areas.
- Employers are keen on providing internal training for their employees irrespective of their certification type or level of training.

### **Employing people with disabilities**

- Among companies in the region surveyed only 30.9% reported employing people with disabilities (PWDs).
- Of those that do employ PWDs, employers employ more people with difficulties in seeing (27.2%), communicating and hearing (21.7% and 17.4% respectively) than those with difficulty walking or climbing stairs (10.9%), remembering or concentrating (10.9%), and self-care (11.9%).
- Of the 69% that don't employ PWDs, nearly two thirds had not interviewed PWDs.
- A significant number of employers (24.8%) noted that persons with disabilities have not been considered for employment.
- 30.9% percent of companies surveyed report that they actively recruit people with disabilities.
- Companies are more likely to employ male employees with disabilities than female employees with disabilities (2:1).
- When asked about strategies that would be helpful in reducing barriers to hiring people who have disabilities into their company, 'disability awareness training' was the most significant factor (45.9%) followed by 'training existing staff to interact with employees with disabilities' (44.6%). This suggests SkYE promotion and communications around disability awareness training could make a critical difference.

### **Methods of Communicating with Employers**

- Employers prefer receiving information via social media (67%).
- Employers tend to prefer listening to the radio (86.6%) than watching television (49.6%).
- The most suitable hours for sharing information with employers via the radio is from 6:00 a.m. to 6:00 p.m., whilst via television is at 6:00 p.m. to 9:00 p.m.
- Information on available training opportunities appear to be the most valuable to employers (41.8%)
- Majority of employers wish to receive information about skills training on a monthly basis.

# 1 Introduction

Mott MacDonald Ltd is managing the ‘Skills for Youth Employment in the Caribbean’ (SkYE) Programme funded with UK aid from the UK government. SkYE uses a model of gender equity (at least 35% males and 35% females per course) and inclusive education and training as it seeks to provide training for all youth (aged 15 – 30), including youths with disabilities (5% of trainees for Component 1 providers and 12.5% of trainees for Component 2). The outputs of the programme are to provide certificated, quality vocational education to people without and with special educational needs/disabilities. The main outcome of the Programme is to increase employment (and further education) opportunities for young people without and with special educational needs/disabilities as well as those who may or may not be disadvantaged. This Programme outcome is based on the hypothesis that certificated youth will be selected by employers at the end of their training because young people with qualifications are more in demand in the labour market.

## 1.1 Purpose of the Employer Survey

This hypothetical preference is also reflected in Output 4 of the SkYE Programme Logframe which states, ‘Certificated TVET for recruitment is valued by employers in the four countries’. Accordingly, it is an imperative for SkYE to engage employers to study their perceptions of the value of accredited certification such as Certified Technical Vocational Education and Training / Caribbean Vocational Qualification (TVET/CVQ) when recruiting and employing new staff. The specific thrust of the research was determined by the performance indicators for Output 4, as seen below:

OUTPUT 4	Output Indicator 4.1
<p align="center"><b>Certificated TVET for recruitment valued by employers in the 4 countries</b></p>	<p>% of employers who state that they have a preference for Certified TVET/CVQs when recruiting new staff.</p>
	<p align="center"><b>Output Indicator 4.2</b></p> <p>% of employers who state that Certified TVET/CVQs has made their existing staff more productive.</p>

To add some measure of employer inclusiveness to the survey, it was also necessary to understand employers’ views on recruitment and employment of people with special educational needs pertaining to disability.

The initial SkYE Employer Survey was conducted to provide a baseline from which changes in employers’ knowledge, attitudes and practices with regard to certificated TVET can be measured over the life of SkYE. Thus, a repeat of the survey as an endline is planned in the latter stages of the Programme. The Survey Instrument is provided at Annex 1.

## 1.2 Context and Evidence Base

### 1.2.1 The Value of Certified TVET

The Caribbean Vocational Qualification (CVQ) was designed as a regional qualification to be implemented in CARICOM nations as a means of standardising competencies in occupational areas. The CVQ is extremely important within the regional qualification framework as the CARICOM Single Market and Economy (CSME) agreement allows for free movement of people across the region. Free movement of people demanded a strategic measure that would make the quality of skilled labour in the various islands/countries comparable. The CVQ was envisaged as a passport to employment across CARICOM. Although the CVQ was introduced since 2007 it appears that it has not received the sort of prominence that was expected. Apart from a few online articles on the value of the CVQ to employers and industry, there is no empirical data of the effect of CVQ on regional employment in general or employers perceived value of the qualification.

The main outcome of SKYE is that ‘Certificated graduates of training move into significant employment or further education’. However, there have been international surveys conducted on employer attitudes, but there were no nationally representative studies on employer practices and challenges by company size and industry sector. The absence of data on employers’ perspective on employing certificated youth with or without disabilities made it imperative that research be conducted. This survey was designed to fill a gap in knowledge about the practices and organizational challenges that employers face in recruiting and employing people with skills certification and those with disabilities.

SKYE concluded that a rigorous approach that collects and aggregates data from multiple types of employers was needed. Hence the strength of this survey lies in its emphasis on different types of industries and company size to ask specific questions of individuals at the executive level about company practices regarding recruiting TVET certified people, people with disabilities and the best way of communicating information on skills training to them.

### 1.2.2 Disability in the Workplace

There is also a dearth of literature in the Caribbean region on the employment of disabled youths. Whilst there is little or no evidence of such research in the Caribbean some work has been conducted internationally. Although the context of the research may be different, the results were useful in the design of this survey. Results of a telephone survey of 502 randomly selected private sector employers revealed that 32% of employers said that the ‘nature of work’ is such that people with disabilities cannot effectively perform it, while 22% answered that they didn’t know<sup>1</sup>. The results of another study showed that 22% of employers identified attitudes and stereotypes as a significant barrier to employment for people with disabilities<sup>2</sup>. Furthermore, employers tend to perceive disabilities as visual problems, observed physical difficulties or deformities rather than mental problems which may not be so easily observed<sup>3</sup>. However, it was shown that businesses practicing active disability inclusion tend to have employees with disabilities that are more productive, focused on work and loyal to the organization than some employees without disabilities<sup>4</sup>. Thus, employing persons with disabilities was seen as a wise business decision rather than a case of charity.

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<sup>1</sup> Dixon, 2003

<sup>2</sup> Bruyère 2000.

<sup>3</sup> IPM, 2013

<sup>4</sup> ILO, 2016



A short literature review on employers' perceptions on employing people with disability revealed the following weaknesses in the methods utilized to conduct the research<sup>5</sup>:

- **Industry type:** Little data exist to substantiate a comparison of practices between or among various types of industries.
- **High growth industries:** Little research has been conducted on companies in rapidly growing industries to delineate if any differences exist in their employment practices of people with disabilities.
- **Company size:** Very little research has attempted to compare employer perspectives on employing of people with disabilities based on company size.

Since the global evidence suggests a significant number of employers view the competence of people with disabilities as a challenge to recruiting them, it is important to know whether these beliefs are shared in the Caribbean region and whether those beliefs are more prevalent in certain industries or vary by company size. This understanding can then help develop strategies to increase employment opportunities for people with disabilities.

The new knowledge generated from the results and recommendations of the survey of employer perspectives on employing people with skills certification and disabilities will help SKYE formulate targeted strategies for increasing employment opportunities for TVET/CVQ certified people and those with disabilities. While SKYE has conducted the survey with high level executives, this survey should provide relevant and current data on more generic employer attitudes and practices regarding recruitment of the target group based on the industries involved.

### 1.3 Research Scope and Sampling

SKYE surveyed statistically similar employers as representative of employer groups in the region. The targets of the survey included all employers in nine industrial sectors in the countries in which SKYE will be implemented: Dominica, Grenada, Saint Lucia and St Vincent. These included some high growth industries as projected by the Departments of Labour Statistics (DLS) in the region and SKYE Programme Design Memorandum<sup>6</sup>. SKYE was also interested in understanding employer perspectives by company size. Companies were placed in three categories based on the total number of employees of the company: small (less than 15 employees), medium (15-99 employees), and large (100 or more employees).

A random sample design for the survey was used so that it provided an equal opportunity for company size and industry type to be selected. It was also seen as the best method to maximise the response rate. A sample of 291 respondents was deemed sufficient to generate results that would reflect the views of employers in the four SKYE target countries. The sample size was determined using an online sample size calculator. The calculation involved a total of 1200 functional companies identified at a 95% confidence level and confidence interval of +/-5.

The survey was structured and contained both closed and open-ended questions to:

- Assess respondent demographics (country, job title, gender, type of company, number of employees supervised);

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<sup>5</sup> Hernandez, Keys, & Balcazar, 2000; Unger, 2000

<sup>6</sup> Youth Skills for Economic Growth in the Eastern Caribbean Programme Design Memorandum, Feb 2019 - Annex 3: Labour Market Intelligence System Report

- Identify company practice in recruiting TVET/CVQ certificated people (number of employees with TVET/CVQ certificate, preference for TVET/CVQ certification when recruiting, productivity and efficiency of TVET/CVQ certificated employees, other certification valued, preferred type of employee);
- Identify company practices in recruiting people with disabilities (number of employees with a disability, type of disability, recruiting practices, information that would promote recruitment of people with disabilities);
- Identify appropriate communication channels for employers (employers' preference for receiving information, favourite media platform, preferred time for watching television or listening to the radio, type of information valued, frequency of receiving information).

## 1.4 Data Collection and Analysis

The original tool for the data collection for the Employer Survey was an online survey with 19 questions designed in Google Forms. Google Forms were used because it is an easily accessible and manipulated tool which allows for both select and supply type items. Moreover, it has analytical specifications that allow real-time analysis of data and data visualisation.

### 1.4.1 Development and Pilot Test

The Monitoring and Evaluation (MEL) Manager conducted a trial run of the survey in Google Forms with SKYE technical team members at the Kick-Off Meeting in St Vincent. The trial run procedures were to ensure that there were no glitches with using/completing the form as well as to gauge the average length of time required to complete the survey.

The survey was piloted with three employers in Saint Lucia. During the pilot respondents were asked to explain any difficulty they had in completing the form or answering any question. Respondents were asked to time their response completion rate. Based on the feedback from the respondents on the time taken to complete the form it was determined that the time did not vary significantly from the estimated administration time of 15 minutes. Respondents were also asked follow-up questions, such as if they had difficulty understanding certain terms, if any of the questions were not relevant and why, and if there was any other question that should be asked in order to better understand the employer perspective. Upon completion of the pre-test, it was determined that the survey did not need to be revised and the form was functional.

### 1.4.2 Cover Note

An introductory note (see Annex 2) by the Country Coordinators (CCs) for the four islands was sent via email to the liaison officer at Chambers of Industry and Commerce (CIC), Employers' Federations (EF) and/or Bureaux of Standards (BS) responsible for the mass mail out of the survey to businesses. The note was sent from the official SKYE Caribbean email. The purpose of the note was to introduce the research to the respondents, emphasize the need for it and solicit their participation to complete it.

Moreover, there is another reinforcement note at the beginning of the survey form which emphasises confidentiality and reiterates employers' significance to the research. The cover note with the attached survey link was sent to all businesses in the CIC, EF and/or BS registry.

### 1.4.3 Administration of the Survey

Originally, two strategies were designed for the administration of the survey:

- Provision of a list of employers per country with contact email addresses by CCs to the MEL Manager who would do a mass mail out to employers
- CCs liaising with CIC, EF and BS to do the mass mail out to their employers on CCs behalf

The first strategy had to be aborted after only one response from one thousand sent the online survey. The numerous error messages received by the MEL Manager conveyed that the employers viewed the message as spam or a scam. It was determined that it was better to use the second strategy as employers were more likely to respond positively as the organisations were trusted sources with whom they already had an established relationship.

Weekly updates were sought from the CCs on the progress made by the CIC, EF and BS regarding employers' completion of the survey. The response rate of the survey was monitored daily and bi-weekly feedback given to CCs as it relates to the status of the response rate and the recommendations for improving it.

The first wave of the survey only generated three responses after thousands of emails were sent. It was concluded that a more hands-on approach had to be utilised for a second wave since it was apparent that employers were not aware of SkYE. A discussion with the Human Resource Manager of the CIC in Saint Lucia brought to the fore more interactive ways to engage employers. Subsequently, a more personalised cover note (Annex 3) highlighting the importance of the survey to employers themselves was resubmitted to CCs. Also, it was discussed with CCs that they make direct follow-up contact with employers either with a telephone call or site visit to cordially remind them to complete the survey and to provide assistance wherever necessary. That strategy saw a slight improvement of ten responses reached in two weeks.

During the follow-up phone calls the MEL Manager and CCs were often referred to the Human Resource Managers of middle to large companies who then completed the survey as they are more likely to have knowledge of the employees with skills certification and those with disabilities.

Although the survey was mailed out to the CIC, EF and BoS on May 27, 2019, they were mailed out to the employers at a later and different dates in each country. CCs and the MEL Manager continued to engage the CIC, EF and DS. After four months of administration 18 employers had completed the survey. Whilst there was a small but steady increase in responses an alternative more strategic method was required to achieve the required number of responses.

#### 1.4.4 Next Steps

##### 1.4.4.1 *Employer Engagement*

Stakeholder forums were planned to actively engage all key stakeholders; particularly employers. It was hoped that the national stakeholder forums would sensitise employers and obtain buy-in for the programme and the relevance of the Employer Survey. The survey was marketed as a medium to provide evidence-based results which can enhance employers' productivity and efficiency. However, not much traction was derived from the forums and no further surveys were received.

##### 1.4.4.2 *Research Assistance*

To support the drive to increase the survey response rate, two college graduates from each of the four islands were contracted and trained to do on-site visits to employers or complete the survey by telephone. It was expected that each Research Assistant would complete 40 surveys to ensure we got the sample of 291. A database was provided to Research Assistants to record employers' relevant contact details. Whilst the use of Research Assistants generated a greater volume of responses, there were still some challenges in getting the targeted sample. In St Vincent, the

administration of competing employer surveys affected the response to the SkYE survey, whilst Dominica was experiencing political unrest. Notwithstanding, the total of 159 was sufficient to draw key conclusions.

## 2 Discussion of Results

159 respondents completed the survey which represents 54.6% of the intended sample. The number of surveys completed per country are shown below. To improve the response rate of future administered surveys, the MEL Manager will use the database of employers surveyed provided by the Research Assistants to contact employers.

Table 1: Number of Surveys Completed per Country

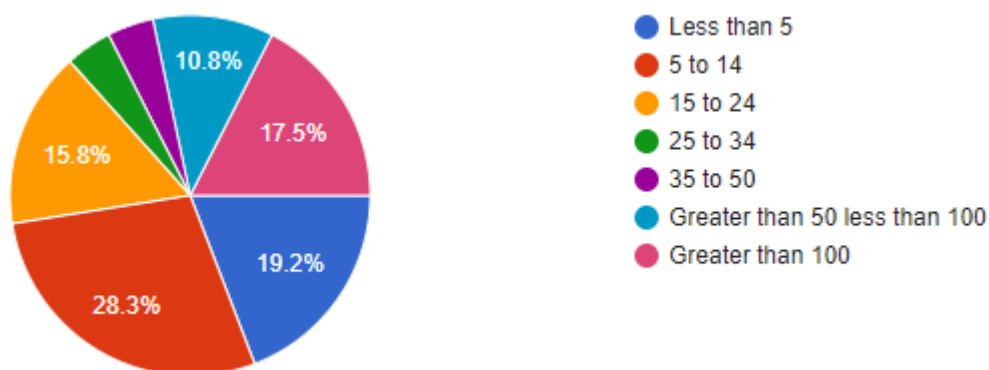
Country	Number of Surveys Completed
Dominica	3
Grenada	81
Saint Lucia	50
Saint Vincent	25
<b>Total</b>	<b>159</b>

The surveys were predominantly completed on behalf of the companies by Administrative staff such as Human Resource Managers, Recruiters and Assistant Managers. Surveys were completed by both males (40.2%) and females (59.8%). Surveys were completed by all the nine industry categories specified for this research and include responses from all three company sizes as seen below:

Table 2: Percentage Respondents per Company Size

Company Size	Percentage Completed
Small ( $\leq 14$ )	47.7%
Medium (15-99)	35%
Large ( $\geq 100$ )	17.5%
<b>Total</b>	<b>100%</b>

Figure 1: Distribution of Respondents per Company Size



The number of companies per size which completed the survey was sufficient enough to make general comparisons across the three sizes.

## 2.1 Employing people with TVET/CVQ certification

**How many of your current employees are TVET/CVQ certified? (State whether they are full time or part time employees)**

Table 3: Number and Percentage of Employers who employ People with TVET Certification

	Number of Respondents	% of Respondents
Yes	64	40.3
No	66	41.5
Not aware	29	18.2

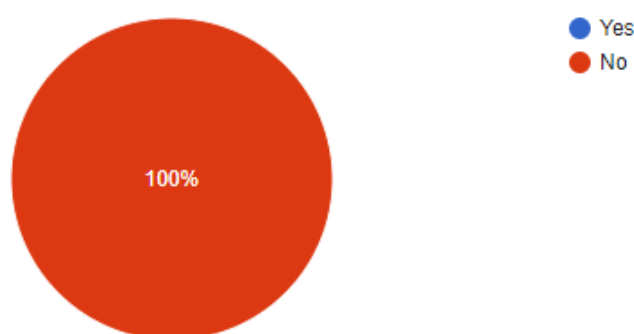
40.3% of employers responded that they currently have employees who are TVET/CVQ certified, 41.5% have none and 18.2% are not aware if they have any employees that are TVET/CVQ certified. Furthermore, some stated that 50 – 85% of their employees were TVET/CVQ certified. All of those who responded have more than one TVET certified employee and most are full-time.

**Do you have a preference for certified TVET/CVQ employees when recruiting new staff?**

Table 4: Employers' Preference for TVET certified Employees

Responses	% Respondents
Yes	0%
No	100%

Figure 2: Proportion of Employers with Preference for TVET certified Employees



100% of respondents answered 'No'. That response was inclusive of those who said that the qualification was a requirement for being employed with their company. This is significant to the Programme as its outcome is heavily dependent on employers' value of TVET certification.

Whilst employers unanimously agreed that they have no preference for employees who are TVET/CVQ certified a few noted the following benefits if they were:

Table 5: Employers' observed Benefits of TVET certified Employees

Benefits	% Respondents
Better use of interpersonal skills (exhibition of soft skills competence)	7%
Knowledge and application of Occupational Health and Safety	7%
Understanding and application of underpinning knowledge of the occupation	7%
Use of applicable problem-solving skills as the need arises (Command of contingencies)	4%

According to employers there are certain occupational competences and soft skills that employees should possess. Whilst they employ people based on those specification, they do not leave anything to chance and provide internal training for employees. The general purpose of the training is to improve employees' soft skills such as customer service, work ethics and to provide opportunities for upskilling. Those views imply that some employers value soft skills, perhaps even more than technical skills.

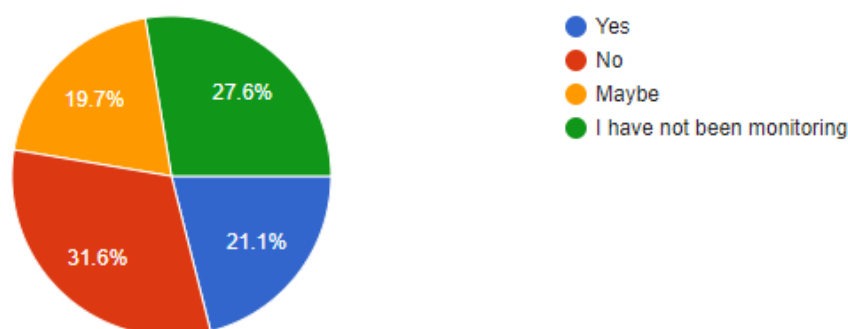
**Thinking of your current or recent employees with [specifically] a TVET/CVQ qualification, do you believe that they are noticeably more productive to your business than those who do not?**

The following is the breakdown of employers' responses in responding to the question:

Table 6: Employers' views on Productivity of TVET certified Employees

Responses	% of Respondents
Yes	21.1%
No	31.6%
Maybe	19.7%
I have not been monitoring	27.6%

Figure 3: Distribution of Employers' Responses on the Productivity of TVET certified Employees



A significant percentage of employers are of the view that TVET/CVQ certified employees are or may be beneficial to their company (combined total of 40.8%). Also, a significant number of them are not sure of the potential benefits since they are not monitoring (27.6%). Despite the perceived benefits, employers have shown no preference for the qualification. This suggests a disconnect between entrenched employment practices and the evidence employers have from their own experience and is something SkYE can address through knowledge management and communications.

In addition, many employers have little or no knowledge of the CVQ: What it entails or intends to do. Some acknowledge that they have no idea whether such a qualification exist for the positions available at their company. Again, this is an opportunity for the Programme and other TVET related agencies to bridge the TVET knowledge gap.

Whilst some employers (60.4%) responded that there was no significant difference between TVET/CVQ certified employers and employees with academic qualifications others (29.2%) had a different view. They highlighted that TVET certified employees exhibited better soft skills competence, were more efficient and productive and show better understanding of the needs of the

company. Nonetheless, both those who agreed or disagreed that TVET certified employees are more beneficial are of the view that character, attitude and ambition all contribute to productivity and efficiency.

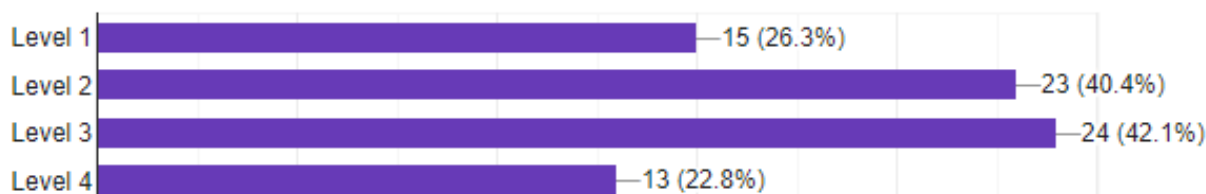
Employers noted that their recruitment process to a great extent is based on selecting the best candidate with the requisite skills for the posts available and or advertised. The most common responses to the question, 'Apart from the CVQ, what other qualifications do you value when recruiting employees?' were CXC Caribbean Secondary Education Certificate (CSEC), Associate Degrees, Bachelor Degrees and Masters Degrees based on the entry level of the position. However, apart from qualifications, the majority of employers highlighted a preference for the following:

- Occupational experience (knowledge and skills)
- Employability skills such as problem-solving, initiative and drive, adaptability, computer literacy, interpersonal skills (team spirit), and soft skills like customer service

Some employers stated that based on the level of entry they would prefer to train someone with no qualification but with the right attitude to learn and grow.

Employers are likely to employ people with any of the CVQ levels (Unit to Level 4) depending on the available positions at the company. According to employers the acceptable CVQ level is dependent on the job roles dictated by the occupation. There seems to be a greater requirement for CVQ level 2 (40.4%) and 3 (42.1%) in comparison to levels 1 (26.3%) and 4 (22.8%). It is believed that those with levels 2 and 3 are more competent than those with units and level 1 and should be able to perform better.

Figure 4: Employers' requirements for CVQ Levels



25 (15.7%) of surveyed employers are willing to recruit people with no qualification but who have the practical experience in the field. This is on the basis that internal training will be provided for employees to develop both occupational competences and soft skills.

#### **As an employer, which type of employee would most likely appeal to you during the recruitment process?**

The table below shows how employers responded.

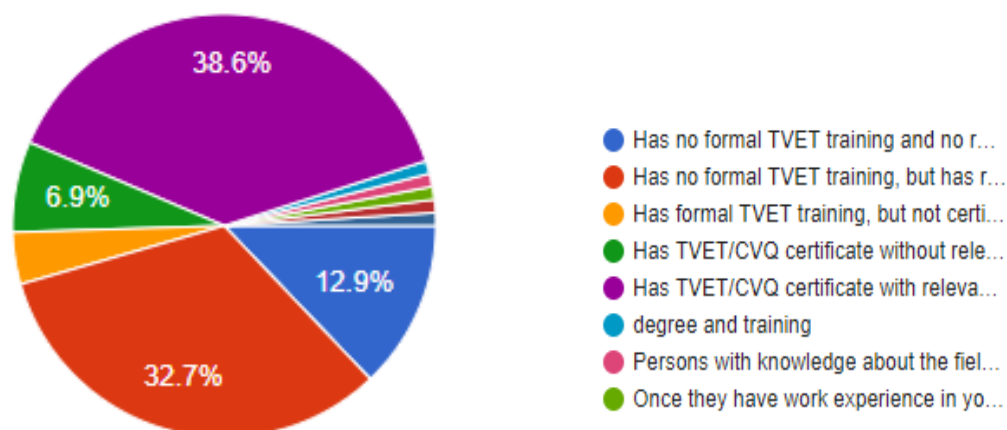
Table 7: Employers' preferred Employee Type

Type of Employee	% of Respondents
Has no formal TVET training and no relevant work experience	12.9%
Has no formal TVET training, but has relevant work experience	32.7%
Has formal TVET training, but not certified	4%
Has TVET/CVQ certificate without relevant work experience	6.9%
Has TVET/CVQ certificate with relevant work experience	38.6%
Other	5%
• Degree and training	(1%)



<ul style="list-style-type: none"> <li>• Persons with knowledge about the field with and without experience</li> </ul>	(1%)
<ul style="list-style-type: none"> <li>• Work experience</li> </ul>	(1%)
<ul style="list-style-type: none"> <li>• Level and area of expertise</li> </ul>	(1%)
<ul style="list-style-type: none"> <li>• Role applying for</li> </ul>	(1%)

Figure 5: Distribution of Employers Preference per Employee Type



The data shows that more employers (38.6%) have a preference for employing people with relevant occupational experience along with TVET qualification than employers (32.7%) who prefer work experience without TVET qualification. This is significant to the Programme's Logframe and theory of change as statistically, the evidence shows that applicants have a marginally better chance (6%) of gaining employment if they have a TVET qualification.

#### What would lead you to recruit more people with TVET/CVQ into your company?

Based on their responses to the question, it can be deduced that employers would be willing to recruit people who are TVET/CVQ certified if certain conditions were met. A significant number of employers are of the view that the following will encourage them to recruit TVET/CVQ certified people.

Table 8: Employers' Views on what would lead them to recruit TVET certified People

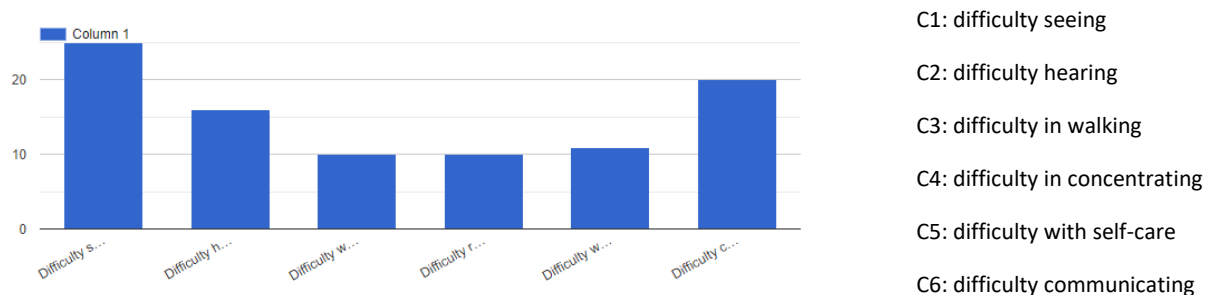
Responses	% Respondents
Knowledge and understanding of the TVET/CVQ qualification	46.9%
Evidence that the occupational competence of the qualification will lead to improved performance, productivity and efficiency in their company (for persons with and without disabilities)	33.5%
Availability of training for current employees	32.9%
Database of TVET/CVQ certified people	32.9%

## 2.2 Employing people with disabilities

The results show that less than a third of employers employ persons with disabilities (PWDs). Only 46 (30.9%) employers stated that they actively employ persons with disabilities. Whilst employers employ PWDs with all of the disabilities as defined by the 'Washington Six Questions for Disabilities',

they are likely to employ persons with disabilities that they perceive are more easy to manage such as those with visual (27.2%), hearing (17.4%) and communication challenges (21.7%) as opposed to those with difficulty walking/climbing stairs (10.9%), self-care and remembering (10.9%) and concentration (11.9%) problems.

Figure 6; Proportion of PWDs employed per Disability



A total of 92 PWDs were employed by the 46 companies. A ratio of 2:1 in favour of males.

Table 9: Number of PWDs employed

Males	Females	Total
62	30	96

The following shows the qualification of PWDs as listed by employers:

Table 10: Levels of Qualification of employed PWDs

Level of Education	% of PWDs
Degree	6.5%
TVET/CVQ	27.2%
CXC CSEC	21.7%
Primary School Leaving Certificate	55.4%

PWDs occupied positions such as Cleaners, Warehouse Assistant, Storeroom Clerks and security System Operator.

Of those who have not employed PWDs, 62.7% of them stated that no PWD has been interviewed. Approximately 25% of them said that they would be willing to employ PWDs who can cope with the work environment. 20.3% of employers are of the view that the nature of the job including the scope of duties would place PWDs at risks causing safety issues for both PWDs and the company. Therefore, they were not willing to employ PWDs.

#### What would lead you to recruit more people with TVET/CVQ into your company?

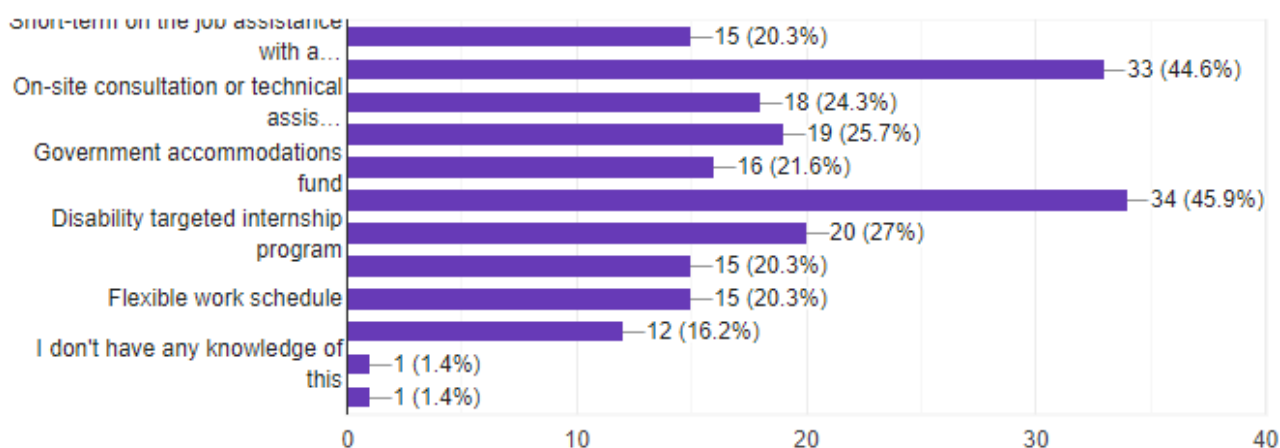
Employers are willing to recruit PWDs as long as they are satisfied that the PWDs will improve the quality of their company and they can provide a safe environment for PWDs. The following responses are the factors which employers believe will encourage them to recruit PWDs:

**Based on your knowledge of your company's strengths and weaknesses, which of these strategies would be helpful in reducing barriers to hiring people who have disabilities into your company? Please select all those that apply to your company's current status:**

Table 11: Assistance required by Employers in order to recruit PWDs

Responses	% of Respondents
Short-term on the job assistance with an outside job coach	20.3%
Training existing staff	44.6%
On-site consultation or technical assistance	24.3%
Mentoring	25.7%
Government accommodations fund	21.6%
Disability awareness training	45.9%
Disability targeted internship program	27%
Assistive technology	20.3%
Flexible work schedule	20.3%

Figure 7: Proportion of Employers per Assistance required



The two most significant factors that will encourage employers to recruit PWDs are Disability awareness training (45.9%) and Training existing staff to deal with PWDs (44.6%). This suggests SKYE promotion and communications around disability awareness training could make a critical difference.

### 2.3 Methods of Communicating with Employers

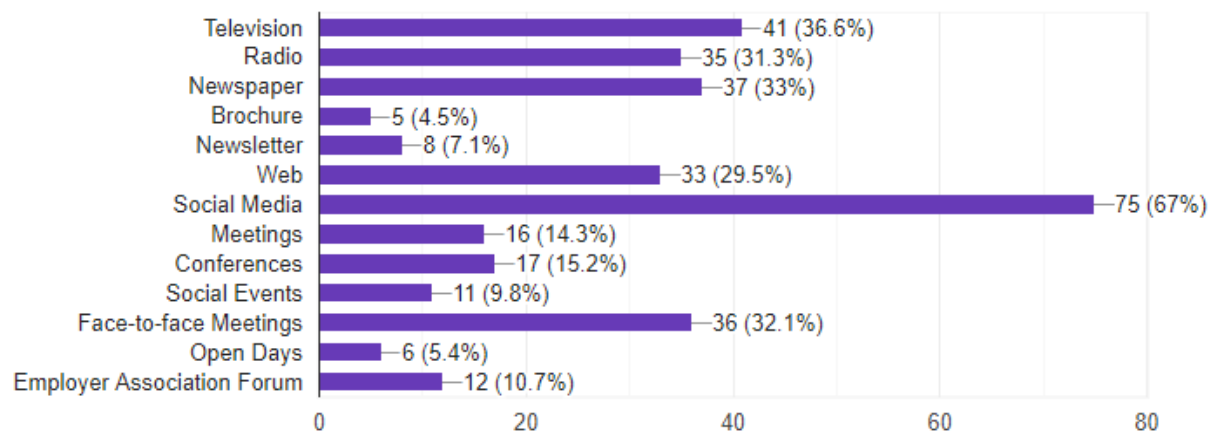
#### How do you receive news/information?

Employers receive information via different media. However, social media (67%) seems to be their preferred way of receiving information as compared to other traditional forms of communication such as the radio and television.

Table 12: Employers’ preferred Media Forms

Media Forms	% of Respondents
Social Media	67%
Face-to-Face	32.1%
Television	36.6%
Radio	31.3%
Newspaper	33%
Web	29.5%

Figure 8: Distribution of Preferred Forms of Media

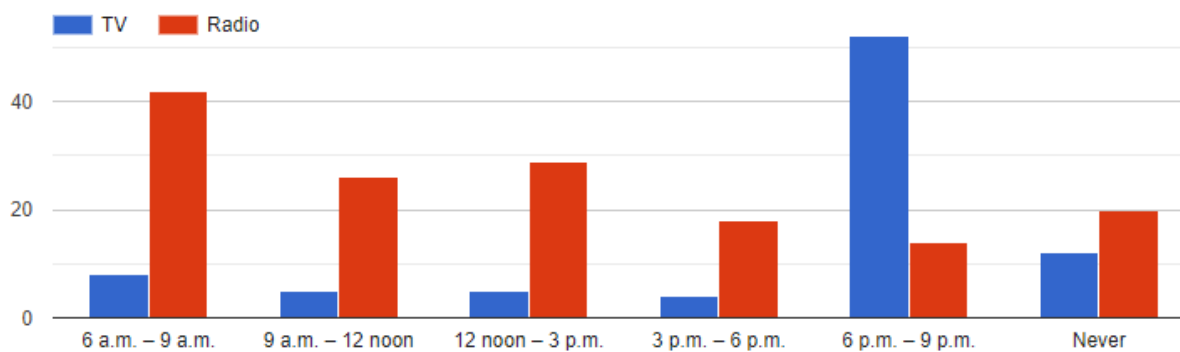


Facebook and Instagram were the two most preferred forms of social media.

#### When do you most often watch TV or listen to the radio?

During the day, the majority of employers are likely to listen to the radio than watch the television. Employers surveyed tend to listen to the radio throughout the day; from 6:00 a.m. to 6:00 p.m., whilst the peak time for watching television is at 6:00 p.m. to 9:00 p.m.

Figure 9: Preferred time for watching T.V and listening to the Radio



#### What sort of information on skills training in the Region would you like to receive?

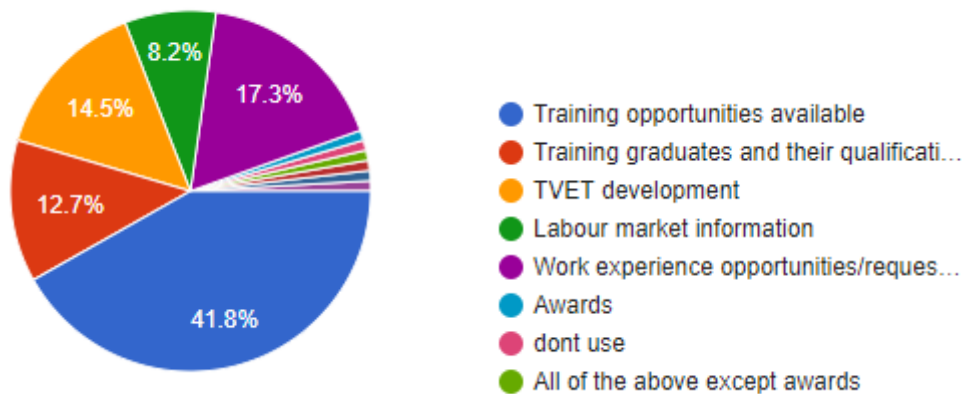
Information on 'training opportunities available' seem to be most relevant to employers.

Table 13: Types of Information requested by Employers

Information on Skills Training	% Respondents
Training opportunities available	41.8%
Training graduates and their qualifications/certification	12.7%
TVET development	14.5%
Labour market information	8.2%

Work experience opportunities/requests Testimonials	17.3%
Awards	1%
Other	4.5%

Figure 10: Distribution of Information on Skills Training requested



Most employers would prefer to receive information on skills training on a monthly basis (40.7%) than on a quarterly (20.4%) and fortnightly (8.8%) basis.

## 2.4 Conclusion

Generally, employers value employees who have both the requisite qualification and proven experience in whatever position that they are hiring for. In addition, the results show that employers have a marginal preference for experienced employees who have TVET qualifications over those without TVET qualifications. Although the preference appears small it is significant to the Programme; particularly as a significant number of employers in the region have very little knowledge of the TVET/CVQ system. There is an immediate demand to improve employers' understanding of the CVQ as , employers reiterated the need to be more knowledgeable of the CVQ and abreast with training opportunities. In that regard, it is imperative that TVET qualification such as CVQs are marketed to employers to improve the employability status of people with the qualification. The onus is on the National Training Authorities (NTAs) in the region to ensure that employers and employees understand the CVQ framework and system. Additionally, it is necessary to monitor the performance of employees who are TVET/CVQ certified and compare it with that of those who are not to determine whether they are more beneficial to the company and in what way. That is one way of gathering evidence to support what the qualification purports to do.

The importance of soft skills to employers cannot be overlooked. Although employers value employees who exhibit the core competencies of the occupation they were hired for, they also value the exhibition of some key employability and soft skills: problem-solving, initiative and drive, adaptability, , team working, communications and customer service etc. It can be inferred then that employees would benefit from training programmes that engage trainees in effective employability and soft skills development.

Whilst some employers are keen on employing PWDs, a significant number of them (70%) don't employ PWDs. However, the results show that if some conditions are met the likelihood of employing PWDs will improve. A significant number of employers responded that training for their

staff in disability awareness as well as training on working with people with disabilities would encourage them to recruit and employ PWDs. This presents an opportunity for the Programme to begin conversations with employers on inclusion in the workplace. Moreover, it can create avenues to build strategic alliances between agencies concerned with improving the quality of services that employers provide for PWDs and improvements to the work environment for disabled employees. Partners should seek to put in place a strategic plan for the inclusion of PWDs in the workplace stemming from an inclusion framework and system that benefit both employers and PWDs.

### 3 References

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## 4 Annexes

### 4.1 Annex 1: Employer Survey Instrument

#### Employer Survey

##### Introduction

Mott MacDonald Ltd is managing the 'Skills for Youth Employment in the Caribbean' (SkYE) Programme funded with UK aid from the UK government. A key result of the Programme is that certificated youth will be recruited at the end of their training as it is believed that young people with 'qualifications are more employable and able to find better jobs'.

This survey seeks to gather and analyze data regarding the perceptions of employers, such as you, about the value of accredited certification such as Certified Technical Vocational Education and Training / Caribbean Vocational Qualification (TVET/CVQ) when recruiting new staff. The results will inform team members of the SkYE Programme about the perceived value of TVET/CVQ certificated employees. In that regard, your co-operation in completing the items on this survey would be greatly appreciated.

Whatever data collected from you will be held in the strictest of confidence and will be stored in an encrypted database managed by the Monitoring, Evaluation and Learning Manager of the Programme. Moreover, your organisation will remain anonymous. The following 19 questions should take no more than 25 minutes to complete.

For any queries, please contact Ms. Hyacinth Dorleon (SkYE MEL Manager): Cell: (758) 285-2134; E-mail: [Hyacinth.Dorleon@skyecaribbean.com](mailto:Hyacinth.Dorleon@skyecaribbean.com)

Demographic Information	
1. Which country is your business located in?	
Dominica	<input type="radio"/>
Grenada	<input type="radio"/>
Saint Lucia	<input type="radio"/>
St Vincent	<input type="radio"/>
2. What is your job title?	
Owner	<input type="radio"/>
Technical Manager	<input type="radio"/>
Human Resource Manager	<input type="radio"/>
Other	<input type="radio"/>
	Specify: <input style="width: 100px; height: 15px;" type="text"/>
3. Select your gender	
Male	<input type="radio"/>
Female	<input type="radio"/>



4. Type of business	
Sole Proprietorship	<input type="radio"/>
Partnership	<input type="radio"/>
Limited Liability Company	<input type="radio"/>
Corporation	<input type="radio"/>
5. Industry category	
Manager	<input type="radio"/> Craft and Related Trades Workers <input type="radio"/>
Professionals	<input type="radio"/> Plant and Machine Operators and Assemblers <input type="radio"/>
Technicians and Associates Professionals	<input type="radio"/> Elementary Occupations (E.g. Cleaners; Helpers; Agricultural, forestry and Fishery Labourers; Food Preparation Assistant) <input type="radio"/>
Clerical Support Workers	<input type="radio"/>
Services and Sales Workers	<input type="radio"/>
Skilled Agricultural, Forestry and Fishery Workers	<input type="radio"/> Other <input type="radio"/>
	Specify: <input type="text"/>
6. Including your corporate headquarters, subsidiaries, and branches, how many employees does your business have?	
Less than 5	<input type="radio"/>
5 to 14	<input type="radio"/>
15 to 24	<input type="radio"/>
25 to 34	<input type="radio"/>
35 to 50	<input type="radio"/>
Greater than 50 less than 100	<input type="radio"/>
Greater than 100	<input type="radio"/>
<b>Company Practices 1</b>	
This section seeks to find out the value of accredited certification such as TVET/CVQ to employers during recruitment.	
NB: Technical Vocational Education and Training (TVET); Caribbean Vocational Qualification (CVQ)	
7. How many of your current employees are TVET/CVQ certified? (State whether they are full time or part time employees)	
<input type="text"/>	

8. a. Do you have a preference for Certified TVET/CVQs when recruiting new staff?	
Yes	<input checked="" type="radio"/>
No	<input type="radio"/>
b. If you responded yes, why? Choose all that apply:	
Better use of interpersonal skills (exhibition of soft skills competence)	<input checked="" type="radio"/>
Knowledge and application of Occupational Health and Safety	<input checked="" type="radio"/>
Understanding and application of underpinning knowledge of the occupation	<input checked="" type="radio"/>
Use of applicable problem solving skills as the need arises	<input checked="" type="radio"/>
(Command of contingencies)	
Other	<input type="radio"/> Specify: <input type="text"/>
c. Apart from the CVQ, what other qualifications do you value when recruiting employees?	
<input type="text"/>	
d. If you responded 'no' to 8. a, provide the reason for your response	
<input type="text"/>	
9. a. Thinking of your current or recent employees with [specifically] a TVET/CVQ qualification, do you believe that they are noticeably more productive to your business than those who do not?	
Yes	<input checked="" type="radio"/>
No	<input type="radio"/>
Maybe	<input type="radio"/>
I have not been monitoring	<input type="radio"/>
b. Give reasons to your response to question 9.a above	
<input type="text"/>	
10. a. Which of the following levels of Certified TVET/CVQs person are you more likely to employ? Choose all that apply:	
Level 1	<input checked="" type="radio"/>

- Level 11
- Level 111
- Level 1V
- Other  Specify:

b. Please give the reason for whichever response you selected for question 10.a above:

11. As an employer, which type of employee would most likely appeal to you during the recruitment process? An employee who:

- Has no formal TVET training and no relevant work experience
- Has no formal TVET training, but has relevant work experience
- Has formal TVET training, but not certified
- Has TVET/CVQ certificate without relevant work experience
- Has TVET/CVQ certificate with relevant work experience
- Other  Specify:

### Company Practice 2

This section seeks to find out employers' trends and perception when employing persons with disability.

12. a. In your experience as an employer, have you employed anyone who had any of these disabilities? Select all that apply:

- Difficulty seeing, even if wearing glasses
- Difficulty hearing, even if using a hearing aid
- Difficulty walking or climbing steps
- Difficulty remembering or concentrating
- Difficulty with self-care such as washing all over or dressing him/herself
- Difficulty communicating, for example understanding or being understood, using his/her usual (customary) language

b. If you selected any of the options in 12.a, for each disability identified, please state how many persons were employed, their gender (male or female) and qualification.

13. If your company has not hired any person who would have answered 'yes' to any of the disability questions above during your tenure as employer, please give the reasons why:

14. What would lead you to recruit more people with TVET/CVQ into your company?

15. a. Based on your knowledge of your company's strengths and weaknesses, which of these strategies would be helpful in reducing barriers to hiring people who have disabilities into your company? Please select all those that apply to your company's current status:

- Short-term on the job assistance with an outside job coach
- Training existing staff
- On-site consultation or technical assistance
- Mentoring
- Government accommodations fund
- Disability awareness training
- Disability targeted internship program
- Assistive technology
- Flexible work schedule
- Employer tax credits and incentives

Other

Specify:

### Communication Channels

This section seeks to identify the most suitable way and times to communicate information to employers.

16. How do you receive news/information? Please select your three (3) most preferred means of receiving information?

- |              |                       |                           |                       |
|--------------|-----------------------|---------------------------|-----------------------|
| Television   | <input type="radio"/> | Meetings                  | <input type="radio"/> |
| Radio        | <input type="radio"/> | Conferences               | <input type="radio"/> |
| Newspaper    | <input type="radio"/> | Social Events             | <input type="radio"/> |
| Brochure     | <input type="radio"/> | Face-to-Face Meetings     | <input type="radio"/> |
| Newsletter   | <input type="radio"/> | Open Days                 | <input type="radio"/> |
| Web          | <input type="radio"/> | Employer Federation Forum | <input type="radio"/> |
| Social Media | <input type="radio"/> | Other                     | <input type="radio"/> |

Specify: 

17. What is your favourite national/local radio programme, television programme, newspaper and social media platform?

Please write the name for each in this order:

Radio Programme –

Television Programme –

Newspaper –

Social Media Platform –

18. When do you most often watch TV or listen to the radio?

Time	TV	Radio
6:00a.m. – 9:00a.m.		
9:00a.m. – 12:00noon		
12:00noon – 3:00p.m.		
3:00p.m. – 6:00p.m.		
6:00p.m. – 9:00p.m.		
Never		

19. a. What sort of information on skills training in the Region would you like to receive?

- Training opportunities available
- Training graduates and their qualifications/certification
- TVET development
- Labour market information
- Work experience opportunities/requests Testimonials
- Awards

Other

Specify:

b. How regularly would you like to receive information about skills training in the future?

- Fortnightly
- Monthly
- Quarterly
- Twice a year
- Annually
- Never

Thank you very much for participating in this very important survey. Would you be willing for us to follow up on your responses in the future?

Yes

No

## 4.2 Annex 2: Original Cover Note

Dear Mr Louisy,

Following our conversation today May 29<sup>th</sup>, 2019 please find enclosed the survey link which is to be circulated to your Members.

[https://docs.google.com/forms/d/e/1FAIpQLSdTX4Ah7DaRnQmLN5dkguFXdQnhZnmsux71rQXYGyqkneytIA/viewform?usp=sf\\_link](https://docs.google.com/forms/d/e/1FAIpQLSdTX4Ah7DaRnQmLN5dkguFXdQnhZnmsux71rQXYGyqkneytIA/viewform?usp=sf_link)

This survey seeks to gather and analyze data regarding the perceptions of employers, such as you, about the value of accredited certification such as Certified Technical Vocational Education and Training / Caribbean Vocational Qualification (TVET/CVQ) when recruiting new staff.

The Skills for Youth Employment in the Caribbean (SkYE) Programme is a four year initiative which aims to develop a more productive, better trained and inclusive workforce across the Windward Islands (Dominica, Grenada, St. Lucia and St. Vincent and the Grenadines). The programme is seeking to develop relevant market-oriented skills among young people aged 15 – 30, promoting greater youth employment, greater productivity and greater inclusiveness in the labour market. The programme is also intended to help improve the quality, reach and sustainability of technical, vocational and training (TVET) in the four focus countries.

Mott MacDonald Ltd is managing the Skills for Youth Employment in the Caribbean Programme which is funded by UK Aid from the UK Government. A key result of the Programme is that certificated youth will be recruited at the end of their training as it is believed that young people with 'qualifications are more employable and able to find better jobs'.

We are indeed grateful for your assistance in circulating the survey link and look forward to receiving the list of targeted employers which would allow us to follow up your email with a call.

Thank you for your assistance with the survey and we take this opportunity to extend an invitation to you to have further discussions on training opportunities for some of your members.

Regards,

Lyndel Archibald

Country Coordinator



Saint Lucia | 1758

[lyndel.archibald@skyecaribbean.com](mailto:lyndel.archibald@skyecaribbean.com)

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### 4.3 Annex 3: Revised Cover Note

Dear Employers,

I solicit your assistance in completing this online survey designed specifically 'for your training and recruitment needs' in mind at the following link:

<https://docs.google.com/forms/d/e/1FAIpQLSdTX4Ah7DaRnQmLN5dkguFXdQnhZnmsux71rQXYGyqkneytIA/viewform?vc=0&c=0&w=1>

The survey has 19 questions for which you mostly have to select a response and should take you approximately 15 minutes to complete.

I would be most grateful if you can complete the survey by Friday, July 19, 2019.

Regards,

**Hyacinth Dorleon**

Monitoring Evaluation and Learning Manager



Saint Lucia | 1758 2852134

Hyacinth.Dorleon@skyecaribbean.com

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