CONFIDENTIAL

TECHNICAL MEMORANDUM

TO THE

GOVERNMENT OF THE NETHERLANDS ANTILLES

ON THE

SELECTIVE PLACEMENT OF THE DISABLED

ILO
GENEVA
1982
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INTRODUCTION

1. In January 1978, Mr. Norman Phillips, ILO Caribbean Regional Adviser in the Vocational Rehabilitation of the Disabled, made his first visit to The Netherlands Antilles. His recommendations included the establishment of selective placement services for the disabled in Curaçao and Aruba. Subsequent visits were made in November 1978 and November—December 1980. In October 1980, in readiness for United Nations International Year of Disabled Persons 1981, a project document was prepared providing for the setting up of placement services for the handicapped in the two islands.

2. The Government of The Netherlands Antilles, after discussions with the Governments of Curaçao and Aruba, approved the project. The International Labour Office nominated Mr. Norman Phillips to undertake this four months' assignment. He arrived in Curaçao on 21 January 1982 and left on 20 May after spending two months in each island. Mr. Phillips wishes to thank all those who were so helpful to him during his mission, particularly his two counterparts, Mr. R. Pardo in Curaçao and Mr. R.T. de Cuba in Aruba.

3. The main contacts are given in Appendix I (Curaçao) and Appendix VI (Aruba).
PART I

CURACAO

A. Background demographic and industrial information

Population

4. Curaçao is the largest of the islands of The Netherlands Antilles, contains the capital Willemstad, and has a population of 159,000.

Industrial analysis of the working population

5. In January 1981 the distribution was as follows:

<table>
<thead>
<tr>
<th>Industry</th>
<th>Workers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Farming, fishing and hunting</td>
<td>104</td>
</tr>
<tr>
<td>Mining</td>
<td>120</td>
</tr>
<tr>
<td>Gas, electricity, water supply</td>
<td>505</td>
</tr>
<tr>
<td>Construction</td>
<td>3,530</td>
</tr>
<tr>
<td>Stone, ceramics, glass</td>
<td>197</td>
</tr>
<tr>
<td>Metal industry</td>
<td>3,856</td>
</tr>
<tr>
<td>Printing, publishing, photography</td>
<td>284</td>
</tr>
<tr>
<td>Wood, paper, textiles, leather and rubber</td>
<td>388</td>
</tr>
<tr>
<td>Chemicals</td>
<td>3,033</td>
</tr>
<tr>
<td>Food and drink</td>
<td>744</td>
</tr>
<tr>
<td>Transport and communications</td>
<td>2,581</td>
</tr>
<tr>
<td>Hotels, entertainment</td>
<td>3,446</td>
</tr>
<tr>
<td>Distribution</td>
<td>8,354</td>
</tr>
<tr>
<td>Financial and legal services</td>
<td>3,067</td>
</tr>
<tr>
<td>Government and social institutions</td>
<td>14,538</td>
</tr>
</tbody>
</table>

Total                                          | 44,747  |
Size of firms

6. The position on 31 December 1979 was as follows:

<table>
<thead>
<tr>
<th>No. of workers</th>
<th>1-10</th>
<th>11-25</th>
<th>26-50</th>
<th>51-100</th>
<th>101-300</th>
<th>301 +</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of firms</td>
<td>1811</td>
<td>439</td>
<td>169</td>
<td>67</td>
<td>42</td>
<td>18</td>
</tr>
</tbody>
</table>

Unemployment

7. It was generally estimated that the rate of unemployment was between 15 and 20 per cent.

Employment Service

8. This is a function of the Insular Government. The following figures indicate the extent to which it is used in Curaçao. They relate to 1981.

<table>
<thead>
<tr>
<th>Vacancies notified</th>
<th>1 460</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applicants referred to employers</td>
<td>1 664</td>
</tr>
<tr>
<td>Applicants placed in employment</td>
<td>591</td>
</tr>
<tr>
<td>Applicants rejected by employers</td>
<td>881</td>
</tr>
<tr>
<td>Did not attend for interview</td>
<td>192</td>
</tr>
<tr>
<td>Vacancies cancelled</td>
<td>789</td>
</tr>
<tr>
<td>Vacancies open at the end of the year</td>
<td>80</td>
</tr>
</tbody>
</table>

9. Most of the vacancies notified were for unskilled workers, predominantly domestic workers. Before the commence- ment of the Selective Placement Service project there was no one qualified to assist handicapped job-seekers.

B. Work of the mission

10. Mr. Rodolfo Pardo was appointed by the Government of Curaçao to be the Selective Placement Officer (SPO) and the counterpart to the ILO expert. He joined the expert on 1 February and worked with him full-time. An office for the Selective Placement Service (SPS) was allocated. It was to be renovated, made fully accessible to disabled people and clearly identified so that handicapped inquirers would have no diffi- culty in finding the SPO.

11. The work of the mission consisted of:

(i) making the SPS known;

(ii) seeking the co-operation of and information from government departments, other organisations and institutions to enable the SPS to operate effectively;
(iii) interviewing handicapped job-seekers;
(iv) visiting places of employment;
(v) a programme of public awareness;
(vi) the training of the counterpart.

Making the Selective Placement Service known

12. Visits were made to the main medical institutions, special schools for handicapped children and voluntary organisations to inform them of the setting up of the SPS, its scope and objectives, and to seek their collaboration in referring to the Service handicapped job-seekers.

Seeking the co-operation of and information from government departments and other organisations and institutions

13. Discussions were held with the following:

(i) Government of The Netherlands Antilles
- Department of Public Health: to seek approval for a procedure for the examination of disabled job-seekers and the provision of reports.
- Department of Education: to discuss the policy on the vocational training of disabled people and obtain information on existing facilities.
- Bureau of Personnel Affairs: to discuss the policy relating to the employment of handicapped people in the Central Government.
- Department of Social Welfare: to discuss the future of work on behalf of handicapped people, following the International Year of Disabled Persons, 1981.
- Bureau of Culture and Education: to arrange for an information programme related to the mission and the SPS.
- Police Traffic Department: to ascertain the position of handicapped people using wheelchairs.

(ii) Government of Curacao
- Department of Health: (a) as with the Department of Public Health above; (b) to try to organise a short medical course for the counterparts in Curacao and Aruba and other interested persons; (c) to seek the Department's co-operation in referring disabled patients needing assistance in finding employment.
- Department of Education: as in 13(i).

- School Advisory Service: to seek the same service, so far as it is applicable, for students at the special schools for handicapped children as is provided for those in normal schools.

- Personnel Department: as with the Central Government.

- Employment Service: to establish a close working relationship between the service for the non-disabled and that for the disabled.

(iii) Others

These included:

- Fundashon Obra di Man: to ensure the consideration of handicapped people by this government-sponsored handicraft development organisation.

- Fundashon pa Empresa Chiki: to ascertain what help could be given to handicapped people wishing to work for themselves.

- Curacao Industrial and International Trade Development Company (CURINDE): for information on new and expanding firms.

- SOLTUNA: to discuss to what extent handicapped people could participate in this agricultural development project.

14. Reports were made on almost all visits and retained in the SPS.

Interviewing of the handicapped

15. Before this could start forms had to be designed and duplicated, covering the registration for employment of handicapped people, the recording of vacancies obtained and for building a register of employers. Forms already in use in the Employment Service were examined for suitability but these did not meet the purpose. The forms were used in English during the training period and were subsequently approved and translated into Dutch for regular use in the SPS.

16. The interviewing of handicapped people started on 16 February, from lists provided by the Mental Health Clinic, the special schools, the Association for the Physically Handicapped, Totolica (for the mentally retarded) and the National Foundation for the Blind. A number of immobile people were interviewed in their homes. Two people in the sheltered workshops operated by the Government of Curacao were interviewed.
17. In all 25 people were interviewed, 17 males and 8 females, disabled as follows:

<table>
<thead>
<tr>
<th>Condition</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mental Retardation</td>
<td>12</td>
</tr>
<tr>
<td>Visually Handicapped</td>
<td>2</td>
</tr>
<tr>
<td>Deformity of Arms and Legs</td>
<td>2</td>
</tr>
<tr>
<td>Paralysed Legs</td>
<td>2</td>
</tr>
<tr>
<td>Neurosis</td>
<td>2</td>
</tr>
<tr>
<td>Amputated Left Hand</td>
<td>1</td>
</tr>
<tr>
<td>Paralysed Left Arm</td>
<td>1</td>
</tr>
<tr>
<td>Effects of Polio-Myelitis in Legs</td>
<td>1</td>
</tr>
<tr>
<td>Amputated Right Leg</td>
<td>1</td>
</tr>
<tr>
<td>Circulation Problems in Legs</td>
<td>1</td>
</tr>
</tbody>
</table>

18. Several cases were very seriously handicapped and it is doubtful whether they would be capable of sheltered employment even if it had been available and accessible. The preponderance of cases of mental retardation should be noted. This reflected the interest shown by Totolica and the special schools for the mentally retarded. It presented difficulties in approaches to employers.

**Visiting places of employment**

19. To prepare for this aspect of the mission discussions were held with the Curacao Chamber of Commerce and Industry, the Curacao Trade and Industry Association, the two trade union confederations AVVC and CGTC, and the trade union for the hotel and restaurant industry, HORCAF. The object was to seek the support of both sides of industry, which was readily given, and obtain suggestions of useful contacts.

20. Thirty-seven visits were made to places of employment. The object of these was to establish contacts for the future, to learn of handicapped people at work, to discuss the firm's attitude to their employment and the prospect of their doing so, to explore the possibilities for job experience attachments for senior students from the special schools and to observe working conditions and requirements in as wide a range of employment as time permitted. The industries covered the public utilities, baking, banking, beverages, boat building, construction, contract cleaning, electronics, flour milling, hotel and catering, investment trust, mechanical engineering, oil refining, paper and plastic bags, photography, printing, radio broadcasting, radio communications, retail distribution, ship repairing and soap.

21. All essential information was recorded in the employers' register, a separate card for each firm. This is a vital tool for the successful operation of a placement service for handicapped people.

**Programme of public awareness**

22. Much of this was undertaken through the contacts with the government departments, organisations and institutions, public and private, referred to in paragraphs 12 to 13. In
addition the following action was taken:

(a) an article was prepared for the monthly newsletter of the Curacao Chamber of Commerce and Industry and the Curacao Tradé and Industry Association;

(b) the expert was interviewed by the Beurs en Nieuwsberichten newspaper and a full page report appeared (in Dutch) on 26 February;

(c) the expert was interviewed by the editor of the newspaper Nobo and discussed the project with the chief editor of the newspaper Amigoe;

(d) a series of four articles: (i) an Employment Service for Handicapped People; (ii) Jobs for People with Disabilities; (iii) Hiring of the Handicapped - Facts and Myths; (iv) The Employment of Disabled People - by Law or No? was given to the three newspapers mentioned; Nobo and Amigoe confirmed their intention to publish these. The first appeared in Nobo (in Papiamento) on 9 March and three in Amigoe (in English) on 12 March;

(e) the expert was interviewed on radio on 3 and 17 March;

(f) the expert addressed Rotary, the Kiwanis and the Lions Clubs;

(g) two meetings were held with members of the Curacao Council for the Handicapped responsible for public relations to discuss a series of television programmes to be broadcast in government time. The expert did not participate in any television programme;

(h) a leaflet for issue to employers was prepared. This was translated into Dutch and Papiamento and used to promote the employment of handicapped people. It is reproduced in English in Appendix II.

23. In all these activities emphasis was placed on the counterpart as SPO rather than the expert.

Training of the counterpart

24. This was a combination of practical on-the-job training and theoretical training. The counterpart shared fully in all the activities referred to in this report but in addition worked with the expert through the latter's manual on the selective placement of the disabled, supplemented by the ILO's manual and much other published material. Copies of all these documents have been retained in the SPS. The film "In Place of Charity" was used for training. The programme of training for the counterpart is given in Appendix III.
Other work of the mission

25. The expert attended a meeting of the Central Government's International Year of Disabled Persons Committee which was continuing. Attempts were being made to form a representative consultative body covering the six Netherlands Antilles islands to work with the interdepartmental (IWDP) committee.

26. The expert also attended a meeting of the Curaçao interdepartmental committee which had been formed to advise the Insular Government on the planning of services for disabled people.

C. Problems encountered

(i) High unemployment

27. It is never easy to find jobs for handicapped people but it is less difficult where the economy is expanding and firms are recruiting labour. While some optimism was being expressed many more firms of those visited were contracting their labour forces than were expanding. There was virtually a complete stop to recruitment in the Central and Insular Governments, except for highly skilled people, in all the public utilities and St. Elizabeth Hospital. Recruitment for the relief work scheme (AWV) administered by the Labour Department had been suspended.

(ii) Effects of labour legislation

28. Many employers told the expert that labour laws that made it very difficult for unsatisfactory workers to be discharged once beyond the initial probationary and contract period, inhibited their engagement of new workers and encouraged the practice of contracting out work that could be performed in this way, for example, cleaning and maintenance. The expert felt that some employers who had not had any experience of employing handicapped people and were therefore uncertain of how efficient they would be were genuinely reluctant to experiment because of the labour legislation.

(iii) Identification of suitable handicapped people

29. While many names were referred to the SPS it was not possible in the limited time of the project to establish a substantial register of handicapped people with a genuine desire to work, with a variety of disabilities and sufficient potential for employment to plan an effective job-seeking programme with employers.

30. The community awareness programme could not get under way until the second half of the mission so that any beneficial results would probably occur after the departure of the expert. In any case, experience elsewhere has shown that a new selective placement service for the handicapped is slow to develop while
it proves its competence and gradually overcomes the traditional reluctance of handicapped people to draw attention to themselves and of families to encourage their disabled members to work if they can.

(iv) Mobility of the handicapped

31. The expert was informed by people who had to use wheelchairs that they were not allowed to use the public highway. This matter was discussed at the Police Traffic Department. The position was stated as:

(a) a disabled person could obtain a licence to drive a motor vehicle if this was adapted to his disability and his fitness to drive was confirmed by a doctor;

(b) no licence was required for an electrically-driven wheelchair;

(c) Article 5 of the 1957 Traffic Regulations of Curacao states that a person may not drive to the danger of other traffic, or himself.

32. The Traffic Regulations make no reference to wheelchairs but it was said that a police officer could take the view that a person in a wheelchair could be a danger to other vehicles. If this attitude was generally held it would mean that people dependent on moving by wheelchair would be prevented from going to work, except where the whole of the route could be by using the pavement. The matter is therefore dealt with in the recommendations.

(v) Provision of medical guidance on handicapped job-seekers

33. From the second week of the mission in Curacao efforts were made to secure a practical arrangement for the medical examination of those handicapped job-seekers where the effects of the disability were not obvious to the SPO, and for the subsequent provision of medical guidance in written form. Two meetings were held with the Director of the Central Government’s Department of Public Health and his staff and two with the Chief and Deputy Medical Officers of Health of the Government of Curacao. Towards the end of the Curacao half of the mission a tentative agreement had been reached with the Chief Medical Officer which is outlined in the Curacao Department of Labour Director’s letter of 18 March, translated into English and reproduced in Appendix IV. A final arrangement and approval of the recommended medical report forms had not been secured at the end of the mission. This places a serious restriction on the ability of the SPO to deal effectively with handicapped people with other than obvious disabilities.

(vi) The medical training of Selective Placement Officers

34. The possibility of arranging a three-day course of medical lectures by specialists in the various groups of disabling conditions was first discussed with the Deputy Chief
Medical Officer of the Curaçao Government on 28 January and
twice subsequently and then with the Chief Medical Officer.
It apparently proved impossible to secure enough interest
from the doctors concerned. The purpose of the proposed
course and its content are set out in Appendix V.

35. The failure to provide this course makes the SPOs
less able to understand the effects of disability in its
varied forms.

D. Achievements of the mission
in Curacao

36. (i) The SPS for disabled people has been established
as an integral part of the national Employment
Service and will have the full co-operation of
the Employment Service for non-disabled people.

(ii) A counterpart has been trained and will continue
as the SPO.

(iii) A community awareness programme has been under-
taken and it is believed that much more is now
known about the employability of handicapped
people than before the mission.

(iv) The restricted employer visiting programme
produced eight vacancies for handicapped people.
Three people had started work by the conclusion
of the mission in Curaçao, two the following
week and candidates were being sought for the
other vacancies. Three firms wished to co-
operate in a job-experience programme for senior
students from the School for the Deaf and Hard of
Hearing. This programme would be operating
for the first time.

E. Recommendations for Curacao

37. (1) The Selective Placement Officer should maintain
close daily contact with the normal Employment Service to ensure
that:

(a) all apparently disabled job-seekers are referred to the SPS;

(b) all vacancies notified are examined for their suitability
for handicapped registrants;

(c) all reports of officers visiting employers are seen to
identify any justifying contact by the SPO.

(2) The SPO should seek the co-operation of:

(a) the Social Security Bank in identifying workers who become
disabled through sickness or accident and need help in
finding employment;
(b) the Curaçao Department of Social Welfare in identifying handicapped recipients of social welfare who require assistance in finding work.¹

(3) The SPO should maintain contact with:

(a) all schools for handicapped children and those regular schools having visually handicapped students, and

(b) medical institutions that may have patients requiring help in finding suitable employment.

(4) Within the Department of Labour those responsible for the relief work programme (AWV) and the accelerated vocational training programme for adults should ensure that when recruitment recommences suitable handicapped people should have equal consideration and for this reason maintain contact with the SPO.

(5) The SPO should maintain contact with CURINDE to learn of developments where opportunities for the employment of handicapped people might be secured.

(6) In dealing with persons classed as mentally retarded the SPO should make full use of the facilities at the Mental Health Clinic (AGV) for intelligence and aptitude testing to supplement other information.

(7) All applications for sheltered employment at the Santa Marta Social Workshops should be dealt with only by the SPO who should be responsible for ensuring that no handicapped person who is suitable for normal employment goes into sheltered employment and that no delay occurs at any stage in the process of admission to Santa Marta.

(8) The SPO should prepare statistical reports not less frequently than quarterly to show for the period:

(a) the number of handicapped people registered by disability groups;

(b) the number of handicapped people placed in employment by occupation;

(c) the number of vacancies obtained by occupation;

(d) the number of visits made to employers;

(e) the number of handicapped people currently registered.

¹ See footnote 1 to recommendation 2(a) for Aruba (page 19) as a help to this end.
(9) Efforts should continue to be made to reach agreement on a procedure for obtaining adequate medical guidance.

(10) The School Advisory Service (SAD) should consider the practicability of extending to the special schools so far as is appropriate the advisory service provided for students at regular schools.

(11) The Department of Education should consider the possibility of establishing a policy on:

(a) the admission of students from the special schools into courses of vocational training;

(b) the use of pre-vocational facilities in normal schools by students from the special schools where the provision in the latter is inadequate.

(12) The Central and Curacao Governments should declare a policy of support for the employment of handicapped people in the public sector, ensure that pre-entry medical examinations are related to the post to be filled and that every effort is made to re-assign where necessary people who become disabled while in public sector employment.

(13) The traffic regulations of Curacao should be reviewed with a view to ensuring that disabled people who need to use wheelchairs to move independently are not arbitrarily prevented from doing so.

(14) The Government of The Netherlands Antilles, in agreement with the Governments of Curacao and Aruba, should ask the International Labour Office, through the United Nations Development Programme, for a two months' follow-up mission at the beginning of 1983.
PART II

ARUBA

A. Background demographic and industrial information

Population

38. Aruba is the second largest of the islands of The Netherlands Antilles. Its population at 31 December 1981 was estimated to be 65,535.

Industrial analysis of the working population

39. This was not available. After the public sector the main industries are concerned with services, particularly hotels and tourism, distribution and construction.

Size of firms

40. The great majority of firms are small. Information was available on the 82 larger firms in the private sector. Of these, 60 employed between 20 and 50 workers, 8 from 51 to 100, 8 from 101 to 200 and 6 had 201 or more employees.

Unemployment

41. The Labour Department estimated that the rate of unemployment was in the region of 6 per cent.

Employment Service

42. This is a function of the Insular Labour Department. It is a very small service. There were no statistics to indicate the volume of placing work undertaken. Job-seekers register for employment but there was no recollection of any handicapped people having sought the Employment Service's assistance. Inspectors visit firms twice a year and sometimes learn of labour requirements.

Incidence of disability

43. This is not known at present but information will become available from the 1981 Census, which had a main question (V), the answers to which will indicate the number of people blind, deaf, physically, mentally and multiply handicapped respectively. When this information
is related to question VII(8) ("Are you looking for employment?") and VII(14) ("What is your present position?") the extent of disability as it affects employment will be known. The Selective Placement Service has asked for this information.

44. A list of deaf people extracted from the Census showed 65 between the ages of 15 and 55.

B. Work of the mission

45. Mr. Ruffo T. de Cuba was appointed by the Government of Aruba to be the Selective Placement Officer (SPO) and the counterpart to the ILO expert. He worked full time with the expert. An office for the Selective Placement Service (SPS) was provided. As this was upstairs without access by lift, arrangements were made for a room of the Social Welfare Department downstairs to be used whenever handicapped people with mobility problems were to be interviewed. A ramp was to be provided to ensure easy access.

46. The work of the mission consisted of:

(i) making the SPS known;

(ii) seeking the co-operation of and information from government departments, other organisations and institutions to enable the SPS to operate effectively;

(iii) interviewing handicapped job-seekers;

(iv) visiting places of employment;

(v) a programme of public awareness;

(vi) the training of the counterpart.

Making the Selective Placement Service known

47. Visits were made to the main medical institutions, special schools for handicapped children and voluntary organisations to inform them of the setting up of the SPS, its scope and objectives, and to seek their collaboration in referring to the Service handicapped people wishing to work.

Seeking the co-operation of and information from government departments and other organisations and institutions

48. Discussions were held with the following:

(i) Government of the Netherlands Antilles
   - Central Bureau of Statistics: to obtain information on the extent of disabling conditions in Aruba;
- Department of Education: to discuss the possibility of extending intelligence testing as done in primary schools by the Teaching Methods Bureau (PDB) to special schools for handicapped children and the possibility of intelligence and aptitude tests for people who have left school;

- Department of Economic Affairs: to discuss the development of co-operatives in Aruba and the possible participation of handicapped people in them;

- Social Security Bank: to seek the collaboration of the Bank in referring to the SPS beneficiaries who were no longer able to continue with their normal employment due to disablement.

(ii) Government of Aruba

- Department of Health: to seek the Department's co-operation in: (a) providing medical reports on job-seekers where the effects of the disablement were not obvious and (b) referring disabled patients who needed assistance in finding employment;

- Department of Education: to obtain information on the availability of courses of vocational education and training and the qualifications required for entry into such courses. Subsequently, visits were made to the technical and domestic schools, the special schools for handicapped children, the Hospitality Trades Training Centre and the Vocational Training Centre, as listed in Appendix VI;

- Personnel Department: to discuss recruitment policy, educational levels and medical standards and to seek to establish equality of opportunity for handicapped people;

- Department of Finance: to discuss the expected establishment of a development bank and the assistance this might be able to provide to handicapped people wishing to start a small business;

- Department of Economic Development: to seek the collaboration of the Department in notifying the SPS of new industrial developments creating additional employment;

- Employment Service: to discuss ways of securing close co-operation between this and the SPS;

- Department of Social Welfare: to secure the reference of handicapped recipients of welfare who are of working age to the SPS;

- Government Information Service: to keep the Service informed of the mission's progress and seek its co-operation in implementing the public awareness programme;

- Dr. Horacio E. Oduber Hospital: to seek the reference to the SPS of handicapped patients requiring help in finding employment.
(iii) **Others**

- Foundation for Arubian Handicrafts: to explore the opportunities for the training and subsequent employment of handicapped people.

Reports were made on all visits and retained in the SPS.

**Interviewing handicapped job-seekers**

49. The forms designed for use in Curacao covering the registration for employment of handicapped people, the recording of vacancies obtained and for building an employers' register were approved by the Labour Department in Aruba. The forms were used in English for most of the training period then translated into Dutch for regular use.

50. The interviewing of handicapped people started on 30 March. Some names were supplied by the Department of Social Welfare, the Association for the Physically Handicapped, the Foundation for the Deaf and the Foundation for the Mentally Handicapped and some people responded to publicity through the media.

51. During the mission 21 people were interviewed, 15 males and 6 females. They were handicapped as follows:

- mental retardation 5
- hearing or speech defects 5
- deformity/paralysis of arms 3
- deformity/paralysis of legs 3
- epilepsy 2
- hemiplegia 2
- visually handicapped 1

Five of those interviewed were multiply handicapped.

**Visiting places of employment**

52. To prepare for this aspect of the mission discussions were held with the Aruba Chamber of Commerce, the Aruba Trade and Industry Association, the Federation of Workers of Aruba, the General Workers' Union and the Union of Workers of Dr. Oduber Hospital. The purpose was to secure the support of both sides of industry, which was readily given, and obtain suggestions of useful contacts.

53. Forty-one visits were made to places of employment. The objects were to establish contacts for the future, to learn of handicapped people at work, to discuss the firm's attitude to their employment and the prospect of their doing so and to observe working conditions and requirements in as wide a range of employment as possible. The industries covered were air transport, banking, battery manufacture, cigarette production,
construction, cosmetics, distribution, docks operation, electronics, hotel and restaurant, medical services, mineral water production, motor agency, oil refining, photography, public transport, telephone service, water and electricity production and welfare services.

54. All essential information was recorded in the employers' register, a separate card for each firm. This is an essential tool for the successful operation of a placement service for handicapped people.

Programme of public awareness

55. Much of this was undertaken through the contacts with the government departments and the organisations and institutions referred to in paragraphs 47 to 48. In addition the following action was taken:

(a) the arrival of the expert was announced on television on 25 March and in newspapers on 26 March, inviting handicapped job-seekers to make contact;

(b) a radio and television broadcast was made by the expert and his counterpart on 29 March;

(c) the films "In Place of Charity" and "Overcoming Disabilities" were shown to representatives of the voluntary organisations on 30 March and followed by discussion;

(d) press and radio announcements of interviewing sessions were made on 5 April, followed by photographs; the announcements were repeated in subsequent weeks;

(e) the expert addressed meetings of the Jaycees, Kiwanis, Lions and Rotary Clubs;

(f) an address was given to the combined boards of the Aruba Chamber of Commerce and the Aruba Trade and Industry Association. An article was written for the Association's monthly newsletter;

(g) a press conference was held on 26 April. Excerpts appeared in newspapers and on television;

(h) the film "Overcoming Disabilities" was shown on television on 26 April and "In Place of Charity" on 29 April. Prior notice was given in the press and television;

(i) a leaflet for issue to employers was prepared similar to that for Curaçao except that the employers listed were in Aruba.

Where possible, emphasis was placed on the counterpart as SPO rather than the expert.
Training of the counterpart

56. As in Curaçao this was a combination of practical on-the-job training and theoretical training. The counterpart participated fully in all the activities referred to in this report but in addition worked with the expert through the latter's manual on the selective placement of the disabled, supplemented by the ILO's manual and much other published material. Copies of all these documents have been retained in the SPS. The training programme for the counterpart was similar to that in Curaçao (Appendix III).

C. Problems encountered

(i) Effects of labour legislation

57. The only constraint mentioned by employers in Aruba, and this was not often, was the application of the legal minimum wage at age 21. Some employers said that they were reluctant to engage those handicapped people whose disability prevented them from producing normally because of their obligation to pay the legal rate at age 21. The Government of Aruba had appointed a commission to assess the degree of disablement in such cases with the intention of compensating employers who employ the seriously disabled. The commission had only met once at the time of the mission and no individual assessment had been made. The expert emphasised that the great majority of handicapped people were able to produce satisfactorily and no subsidy was called for.

(ii) Identification of suitable handicapped people

58. Fewer people came to the SPS for assistance than were expected in view of the extensive contacts made and publicity undertaken and this limited the fruitfulness of the job-seeking programme with employers. All the principals of the special schools for handicapped children were asked for the names of ex-students thought to be unemployed but few contacts resulted. No medical institution referred cases and frequent contacts with the Department of Social Welfare produced only four potential job-seekers. The Chief Medical Officer agreed to write to all medical and paramedical institutions advising them of the new employment service.

59. Progress is not likely to be rapid for experience in developing countries has shown that a new selective placement service for the disabled is slow to develop while it proves its competence and gradually overcomes the traditional reluctance of handicapped people to draw attention to themselves or of families to encourage their disabled members to work if they can.

1 At the time of the mission there were approximately 2,500 persons receiving social welfare payments.
(iii) Provision of medical guidance on handicapped job-seekers

60. It was not until the last week of the mission that agreement was reached on a procedure for obtaining medical guidance in report form in cases where the effects of the disability on employment were not obvious. This service to the SPO is to be a function of the occupational health department when it is implemented, expected to be in July 1982 or shortly afterwards. In the meantime cases will be examined in the Public Health Department and reports sent to the SPO. Functional medical report forms had been prepared and given to the Chief Medical Officer. The two outstanding cases were to be examined on 17 May.

D. Achievements of the mission in Aruba

61. (a) The SPS for disabled people has been established as an integral part of the Department of Labour.

(b) A counterpart has been trained and will continue as the SPO.

(c) A community awareness programme has been undertaken and it is believed that much more is now known about the employability of handicapped people than before the mission.

(d) The employer visiting programme produced 44 vacancies for handicapped people. By the close of the mission six people had started work, one had started a course of vocational training and five had been accepted to start work very shortly. Of the others registered for employment four were temporarily not available for medical reasons, two had found work, two were awaiting medical examination and one was suitable only for sheltered employment.

E. Recommendations for Aruba

62. (1) The Department of Labour should ensure that:

(a) all handicapped job-seekers are referred to the SPO;¹

(b) the SPO is informed of all demands for labour.

¹ This could be facilitated by the inclusion in the registration form of a question such as, "Does the person appear to have a physical or mental disability that affects his/her ability to work?"
(2) (a) The Department of Social Welfare should consider ways of ensuring that handicapped applicants for social welfare who are potential job-seekers are referred to the SPO.

(b) The SPO should make frequent contact with the Department of Social Welfare.

(3) The SPO should maintain contact with:

(a) the Social Security Bank to identify workers who become disabled through sickness or accident and require help in finding suitable employment;

(b) special schools for handicapped children and technical and domestic schools having ex-students of the special schools;

(c) medical institutions that may have patients requiring help in finding employment.

(4) The SPO should pursue further the possibility of co-operation by the Department of Economic Development in providing information on new industrial development that will increase employment.

(5) The SPO should prepare statistical reports not less frequently than quarterly to show for the period:

(a) the number of handicapped people registered by disability groups;

(b) the number of handicapped people placed in employment by occupation;

(c) the number of vacancies obtained by occupation;

(d) the number of visits made to employers;

(e) the number of handicapped people currently registered.

(6) The Teaching Methods Bureau (PDB) should consider the practicability of extending to the schools for the mentally retarded, so far as is appropriate, the intelligence testing/advisory service provided for students at regular schools.

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1 It was agreed that a question on disablement would be added to the form of application for social welfare to identify those to be referred to the SPO.

2 Efforts during the mission to secure this co-operation were unsuccessful.
(7) The Government of Aruba should declare a policy of support for the employment of handicapped people in the public sector, ensure that pre-entry medical examinations are related to the post to be filled and that every effort is made to re-assign where necessary people who become disabled while in public sector employment.¹

(8) As in recommendation 14 for Curaçao.

¹ This recommendation was the subject of a letter to the Deputy for Labour on 19 April.
APPENDIX I  
(See paragraph 3)

MAIN CONTACTS IN CURAÇAO

Government of the Netherlands Antilles

Ministry of Labour and Social Affairs

Hon. Jules C. Eisden, Minister
Mr. G.M. Coffi, International Relations

Bureau of Personnel Affairs

Mr. E.F. Sasso, Chief Personnel Officer

Department of Public Health

Dr. C. Elassias, Director

Bureau of Culture and Education

Mr. A.R. Salsbach, Co-ordinator

Department of Welfare

Miss R. Dougle, Head of Social Welfare Department

Department of Education

Mr. G.H. Baker
Mr. E.J. Mendes de Gouviea

Inspectors of Schools, responsible for Special Education

General Post Office

Mrs. A. Middelhof, Social Worker

Police Traffic Department

Mr. M.C. Cijntje, Under-Inspector

Government of Curacao

Department of Labour

Mr. F.E. Rozendal, Commissioner
Mr. G.G. Palm, Director
Mr. L.E. Josepa, Head of Labour Office
Mr. R. Pardo, Selective Placement Officer
Mr. Ch. E. Monsanto, AWV Programme

Department of Health

Dr. M.A. Kibbelaar, Chief Medical Officer
Dr. G. Godfried, Deputy Chief Medical Officer
Mrs. M. Martina, Social Worker
Department of Education
Mr. E. Naar, Director
Mr. R. Evans, Special Education
Mr. H.G. Senior, Co-ordinator, Schools Advisory Service

Personnel Department
Mr. D.E. Panneflek, Personnel Manager

Public Relations Department
Mr. F.R. Suriel, Director

Institutions and organisations in Curaçao

Dr. Capriles Clinic
   Dr. V. Luiz, Acting Medical Director
   Dr. A. Virginia, Acting Director of Administration

St. Elizabeth Hospital
   Mr. Ch. Ponce, Personnel Manager
   Ms. V. Craig, Senior Social Worker

Mental Health Clinic (AGV)
   Dr. P. Werners, Director
   Mrs. C. Maria, Social Worker

PBO (Vocational training)
   Mr. G. Rosa, Guidance Officer

Dr. J. Van Ginneken Technical School
   Mr. Pietersz-Kwiers, Principal

School for the Deaf and Hard of Hearing
   Miss M. Dovale, Principal

Evonius School
   Mrs. M.M. Leetz-Cijntje, Principal

Manuel Piar School
   Mr. F. Klein, Principal

Mgr. P.I. Verriet Institute
   Sister A.M. Bremmers, Sister-in-Charge

SOLTUNA
   Mr. J. Spanjers, Director

Fundashon Obra di Man
   Mr. P. Harrigan, Manager
Fundashon pa Empresa Chica
  Mr. G. Thomas, Director

Fundashon Kas Popular
  Mr. H. George, Managing Director

Curacao Industrial and International Trade Development Company
  Mr. C.J.T. Römer, Director

Totolica
  Mrs. A. da Costa Gomez, President
  Mr. J. de Kok, Co-ordinator

Association for the Physically Handicapped
  Mr. M. Willem, President

National Foundation for the Blind
  Mrs. M. Bernadina, Social Worker

Amigoe Newspaper
  Mr. F. Heiligers, Chief Editor

Nobo Newspaper
  Mr. G. Cuales, Editor

Employers' organisations in Curaçao

  Chamber of Commerce and Industry
    Dr. L.C. Kolff, Executive Secretary

  Trade and Industry Association
    Mr. W.E. Römer, Secretary

Workers' organisations in Curaçao

  AVVC
    Mr. R. Koeyers, President

  CGTC
    Mr. S.R. Leito

  HORCAF
    Mr. S. Leito, Secretary-General
Employers

ABC Construction Company - Mr. T.M. Van Bergen, Director
Antillean Paper and Plastic Company - Mr. Van Grieken, Director
Antillean Soap Company - Mr. A.R.P. Van Sprang, General Manager
Autobus Bedrijf - Mr. A. Henriques, General Affairs Manager
Avila Beach Hotel - Mr. F.N. Moller, Manager
Betonbouw - Mr. C. Klein, Director
Boekhandel Augustinus - Mr. M.E. Jansen, Managing Director
Bohama - Mr. E.J. Panjab, Managing Director
Bouwmaatschappi Curacao - Mr. N.A.H. Nizet, Controller
Continental Milling - Mr. A. Abrajano, General Manager
Curaçao Beverage Bottling Company - Mr. M.M. Pinedo, Managing Director
Curaçao Dry Dock Company - Mr. J.B. Roggerband, Managing Director
Curaçao Plaza - Mr. K. Broadhurst, General Manager
Drukkerij "De Curacaosche Courant" - Mr. L. Zitman, Assistant Managing Director
DWD - Mr. B. Schouten, General Manager
Fundashon Kas Popular - Mr. H. George, Managing Director
General Post Office - Mr. Schaabi, Postmaster
Holiday Beach Hotel and Casino - Mr. A.A. Gotting, General Manager
Hotel San Marco - Mr. M. Pizziolo, Proprietor
Isa Sales and Agencies - Mr. J. Isa, President
Interphoto - Mr. F. O'Farrell, Manager
John Henderson (Curacao) - Mr. M.T. Nixon, General Manager
Juval Mechanics - Mr. J.A. Weert, Managing Director
KAE - Mr. M.A. Prins, Personnel Manager
KODELA - Mr. M. Evertsz, General Manager
Korsow Boats - Mr. N. Bermudez, Director
Kooyman Industries and Trading Company - Mr. B. Kooyman, Managing Director
Princess Beach Hotel and Casino - Mr. E. Fraai, General Manager
Radio Holland NV - Mr. G.P.C. Tolenaar, Managing Director
Radio Korsow F.M. - Mrs. J. Glumbs, Station Manager
<table>
<thead>
<tr>
<th>Company</th>
<th>Person</th>
</tr>
</thead>
<tbody>
<tr>
<td>St. Elizabeth Hospital</td>
<td>Mr. Ch. Ponce, Personnel Officer</td>
</tr>
<tr>
<td>McDonald Hamburgers</td>
<td>Mr. M. Kesock, General Manager</td>
</tr>
<tr>
<td>Schoonmaaker Smeins</td>
<td>Mr. H.N. Smeins, Managing Director</td>
</tr>
<tr>
<td>Setel</td>
<td>Mr. A. Kook, General Manager</td>
</tr>
<tr>
<td>Shell Curaçao</td>
<td>Mr. A.C. Van der Vlis, Personnel Co-ordinator</td>
</tr>
<tr>
<td>Toko Zuikertuintje</td>
<td>Mr. W.H. Gerth, Manager</td>
</tr>
<tr>
<td>F. Vreugdenhill and Zonen</td>
<td>Mr. K.E. Vreudenhill, Managing Director</td>
</tr>
</tbody>
</table>
Some of the employers in Curacao employing handicapped workers:

Government of the Netherlands Antilles
Government of Curacao
Kodela
Setel
Curacao Beverage Bottling Company
Boekhandel Augustinus
Interphoto
Toko Zuikertuintje
Amigoe
Curacao Dry Dock Company Inc.
ABC Construction and Engineering Company
Shell, Curacao
John Henderson (Curacao) Company
Maduro and Curiel's Bank
Radio Korsow F.M.
Antillaanse Brouwerij
Curacao International Trust Company

EVERYBODY GAINS WHEN HANDICAPPED PEOPLE GO TO WORK

- THE EMPLOYER
- THE COMMUNITY
- THE FAMILY
- THE DISABLED WORKER

(See paragraph 22(h))
FACTS FOR EMPLOYERS

Handicapped job-seekers are at a disadvantage because of mistaken ideas about their ability due to ignorance and prejudice.

Extensive surveys in the United States comparing the performance of handicapped and able-bodied workers give average or better than average ratings for the handicapped in:

- productivity
- absenteeism
- safety record
- turnover rates

Among other factors established:

- Insurance premiums do not increase when disabled workers are employed.
- Very rarely is any adjustment to a job necessary to enable it to be performed by a handicapped worker.
- Handicapped workers are accepted by fellow-workers as equals.

We ask employers:

(1) to think of handicapped job-seekers as normal people with a disability;

(2) not to dismiss the idea of engaging a handicapped worker without finding out what the person can do;

(3) to give the handicapped person a chance to compete with others on an equal basis;

(4) to think of the person as an individual, not as one of a group, for example the blind, the deaf, the mentally retarded. He/she will have individual skills, aptitudes and aspirations that can be put to good use;

(5) to give the Selective Placement Officer the opportunity of discussing some of the current job-seekers.

This leaflet has been prepared by the Selective Placement Service for the Handicapped, part of the Employment Service of the Government of Curacao.

The Service exists to help handicapped workers find suitable employment and to serve employers requiring labour.

Inquiries from employers are welcomed at:

DIENST VOOR ARBEIDSZORG
PENSTRAAT 322
Telephone No. 613022
(Mr. Rodolfo Pardo)
SELECTIVE PLACEMENT SERVICE FOR THE DISABLED

Counterpart training programme for Aruba and Curaçao

Week 1

Office arrangements - accommodation, furniture, telephone, staffing, directional notices, physical access for the disabled.

Preparation of forms, their approval and supply, photocopying facilities.

ILO instruments.


Availability of appliances, orthopaedic aids, wheelchairs, hearing aids, etc.

Week 2

Visiting of institutions with handicapped clients - schools for the handicapped, hospital institutions, social security or welfare departments, voluntary organisations, island employment service. (Numbers of ex-clients in need of employment, numbers of current clients, for example, those due to leave school this year.)

Obtain names of any firms already employing handicapped people (for future contact and public relations).

Visiting of government departments and institutions providing vocational training, including commercial training. Determine policy on acceptance of handicapped people for vocational training.

Obtain published information on courses and qualifications for entry.
Week 3

Interviewing of the disabled, vocational guidance and counselling.

Practice in completion of application forms.

Preparation of the individual for presentation to an employer.

Manual of procedure - special groups (the deaf, mentally retarded and visually handicapped).

Sources of information on vacancies e.g. newspapers.

Record keeping, statistics.

Week 4

Contact with the public sector.

Organisation of the sector-central government, island government, public utilities/corporations.

Establish policy on admittance of the handicapped to the public sector - what are the qualifications, who recruits, availability of jobs?

Discussions with any job creation/relief work schemes.

Week 5

Contact with employers' and workers' organisations in the private sector to secure their co-operation, meetings with executive committees if possible.

Any legal restrictions on employment of the handicapped, employers' contract obligations, probation periods. Obtain lists of firms from employers' organisations and from the island employment service.

General labour situation - labour shortages, extent of unemployment, outlook for the future.

Discussions with any State development corporation.

Visits to individual employers (their recruiting practices, conditions for engagement, labour turnover, present and future opportunities for the disabled, observation of working conditions, physical and mental requirements for various jobs).
Interest of individual employers in job experience, work trial schemes, employment of the handicapped in special groups, adjustment of jobs, subcontract work for workshops for the handicapped, the availability of scrap material, group interviews of the disabled, home employment.

Creation of an employers' register.

**Weeks 6 to 8**

Interviewing of the disabled.

Visits to employers, including the public sector, seeking vacancies for those registered.

Induction of the handicapped into employment.

Accompany disabled persons for interview where necessary.

Arrangements for follow-up, resolution of any problems.

Self-employment - what help can be given to enable people to work for themselves (financial and advisory).

Manual of procedure (continued).

**Weeks 5 to 8**

Public awareness activities including:

- Newspaper articles.
- Radio and TV discussions.
- Addresses to Rotary, Lions, Kiwanis, and Jaycees.
- Films to interested groups.
- Preparation of a leaflet for employers.
Dr. M.A. Kibbelaar  
Chief Medical Officer  
Department of Health  
Government of Curaçao

Dear Dr. Kibbelaar,

Selective Placement Service for Handicapped People

As Mr. Norman Phillips of the International Labour Office and Mr. Rodolfo Pardo of this office recently explained to you we are now establishing within Dienst Voor Arbeidszorg a placement service for disabled job seekers.

In the case of those where the limitations on their ability to work are not obvious it will be necessary to have medical guidance if we are to act in the best interest of the job-seeker and the employer. We would be glad of your collaboration in this matter.

Forms have been designed which enable the essential information to be given to the Selective Placement Service, after obtaining the consent of the individual concerned. Copies of these have been left with you. We would be glad if you would review them, make any changes you think desirable and then inform us of the procedure you wish to be adopted. That provisionally agreed on with Mr. Phillips and Mr. Pardo was that in each case a letter with the appropriate forms would be sent to you, you would arrange the medical examination and the report would be sent direct to Mr. Pardo. The exception to this would be that where the job-seeker had attended AGV the request for a report would be sent directly to AGV.

We would appreciate your comments.

Director
PROPOSED SHORT MEDICAL COURSE FOR PLACEMENT OFFICERS
CONCERNED WITH HANDICAPPED PEOPLE

Objectives

(1) To give placement officers for the handicapped an understanding of the meaning of the medical terms used to define the common disabling conditions, for example what is cerebral palsy, epilepsy, arthritis?

(2) To outline the restrictions on employment capacity imposed by various disabilities but to emphasise what the person can still do.

(3) To describe the environmental working conditions that are desirable or to be avoided in some cases of disability.

(4) To emphasise the individual response to disability i.e. that the same disability can affect people in different ways and that one's attitude to a disability influences what can still be done.

(5) To explain the possible psychological effects of physical disability.

Method

Lectures by specialists in:

(1) visual handicaps;
(2) orthopaedic handicaps;
(3) hearing impairments;
(4) chest disabilities;
(5) congenital deformities;
(6) epilepsy;
(7) industrial diseases (if any, in Netherlands Antilles);
(8) heart disease;
(9) locomotor disabilities;
(10) rheumatic diseases;
(11) psychiatric disorders;
(12) mental retardation.
Duration

To be concentrated in three consecutive days, each lecture not exceeding one-and-a-half hours.

Participants

Placement officers from Curaçao and Aruba (one each), possibly also from St. Maarten and Bonaire, interested persons from the voluntary agencies and the ILO Adviser.
APPENDIX VI
(See paragraph 3)

MAIN CONTACTS IN ARUBA

Government of the Netherlands Antilles
His Excellency the Lieutenant Governor, Francisco D. Figaroa

Ministry of Labour and Social Affairs
Mr. E. Maduro, Chief, Labour Department, Aruba

Central Bureau of Statistics
Mr. U. van Breet, Acting Director

Department of Education
Mr. R. Harms, Director, Aruba Section
Mr. R. van Breet, Head of Teaching Methods Bureau (PDB)
Mr. O. Olivieira, Inspector of Special Schools

Department of Economic Affairs
Miss E. Thode, Co-operative Officer

Social Security Bank
Mr. P. Lacle, Sub-Director

Government of Aruba

Department of Labour and Social Welfare
Hon. P.P. Kelly, Deputy for Labour
Mr. J. Maduro, Director, Labour Department
Mr. V.I. Boekhoudt, Director, Social Welfare Department
Mr. R.T. de Cuba, Selective Placement Officer

Department of Education
Mr. G.H. Koolman, Head of Department

Department of Economic Development
Mr. H.O. van Trikt, Head of Department

Department of Finance
Professor F.J. Flynn, Development Bank Adviser

Department of Health
Dr. G.H. Hagens, Chief Medical Officer
Mr. A. Oduber, Senior Social Psychiatric Nurse
Voluntary Agencies

Aruba Association for the Physically Handicapped
   Sister Gaudiosa, Co-ordinator

Aruba Foundation for the Deaf
   Mr. van Leerdam, Board Member
   Ms. J. Pourier, Board Member

Aruba Foundation for the Mentally Handicapped
   Ms. G. Barenou, Co-ordinator
   Miss G. Boekhoudt, Social Worker
   Sister Philothea, Director Centro Sjabururi

Aruba Foundation of the Visually Handicapped
   Mr. H.J. de Beyer, Secretary
   Miss B. Halley, Social Worker

Foundation for Arubian Handicrafts
   Mr. J. Kelkboom, Manager
   Mr. J. Williams, ILO Expert

Roman Catholic School Board for Education
   Mr. B. Coffie, Director

Employers' and Workers' Organisations

Aruba Chamber of Commerce - Mr. J. Brattinga, Secretary
Aruba Trade and Industry Association - Mr. E. Arends, Past President
Federation of Workers of Aruba - Mr. E. Brito, President
General Workers' Union - Mr. J. Quijada, General Secretary
Union of Workers of Horacio Oduber Hospital -
   Mr. E. Escallona, Vice-President

Employers

A. and A. Services - Mr. S. Ecury, Owner
Algemene Bank Netherland - Mr. G.J. Jansen, Manager
B.J. Arends and Sons - Mr. E. Arends, Managing Director
Aruba Agencies - Mr. P. Paris, Managing Director
Aruba Aloe Balm - Mr. A.E. Eman, Managing Director
Aruba Bank - Mr. J.W.E. Eman, Managing Director
Aruba Bus Company - Mr. W.G. Maarse, General Manager
Department of Personnel
   Mr. F.J. de May, Head of Department

Government Information Service
   Miss N. Koolman, Director

Hospitality Trades Training Centre
   Mr. E.E. Dania, Executive Director

Institute of Culture
   Mr. L. Tromp, Director

Institute of Physical Education, Sport and Recreation
   Mr. L.F. van Putten, Director

Aruba Airport Authority
   Mr. E. Ch. M. Nicolaas, Director

Public Works Department
   Mr. S.R. Oduber, Director

Telephone Service
   Mr. E. Croes, Head of Telephone Service

Vocational Training Centre
   Mr. R.F.C. Croeze, Manager

Water and Electricity Public Utilities
   Mr. A.C. Yarzagaray, General Manager

Schools
  Caiquetíos School - Mrs. F.D. Trinidad, Director
  Dununman School - Mrs. S. Herdé, Director
  Emma School for Special Education - Mr. J. van Leerdam, Director
  John F. Kennedy Technical School - Mr. P. van Niel, Director
  Kibrahachcha School - Mr. M. Weaver, Director
  Martin Luther King Technical School - Mr. H.B. Dorsman, Director
  Mater Dei Domestic School - Mrs. E. Giel, Deputy Director
  Paso Sigur Domestic School - Mrs. R. van Bochove, Director
  Tarabana Technical School - Mr. I. Kelly, Deputy Director
Aruba Concorde - Mr. R. Vlaun, Personnel Manager
Aruba Harbour Corporation - Mr. M. van Leersum, General Manager
Aruba Sheraton Hotel - Mr. C. Richardson, Personnel Manager
Aruba Trading Company - Mr. L. Kupeiri, Managing Director
Bouwmaatschappij Aruba - Mr. H. Timmer, Managing Director
Burger King - Mr. H. Harms, Director
Caribbean Mercantile Bank - Mr. V. Henriques, Managing Director
Casa Brion - Mr. O. Croes, Managing Director
Cempro Técnica - Mr. J. van der Horn, Managing Director
Checkpoint Colour - Mr. R. Verneer, Manager
Compra - Mr. S. van Romondt, Manager
Coruba Supermarket - Mr. H. Geerman, Director
Foundation for the Care of Old People - Mr. van den Berg, Manager
Garage Cordia - Mr. H.J. Schnog, Managing Director
Harms Bros. - Mr. R. Harms, Director
Hector Henriquez B. - Mr. E. Winkel, Manager
Holiday Inn of Aruba - Mrs. R. Quandus, Personnel Director
Kan Jewellers - Mr. J.H. Ponson, Vice-President
Kong Ming Supermarket - Mr. K.M. Chung, Owner
Lago Oil and Transport Company - Mr. H.F. Coffi, Employee Relations Manager
Leon Batteries - Mr. L.F. Connor, Managing Director
Mercurius Trading - Mr. E.O.J. de Cuba, Manager
Normark - Mr. N. Kupeiri, Managing Director
Dr. Horacio Oduber Hospital - Dr. F. Hage, General Director
Panama Store - Mr. A. Groder, Owner
Plaza Shopping Centre - Mr. T. Whitley, Managing Director
Spritzer and Fuhrman - Mr. G. in't Hout, Manager
Superior Tobacco Company - Mr. M. Mansur, Executive Director
Talk of the Town - Mrs. G. Cohen, Co-owner
Tamarijn Beach Hotel - Ms. A. Muller, General Manager
TEC Incorporated - Mr. A.E. Snijders, Managing Director
Tropical Bottling Company - Mr. E. Porry, General Manager
Viana Autosupplies - Mr. R. Ballard, Owner
Wongco - Mr. G. Daou - Managing Director