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Listening to the Session, \textit{continued}

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  - Scroll down to “General”
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    - Select “Visual Notifications” Uncheck anything you don’t want to receive and “apply”
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*K. Lisa Yang and Hock E. Tan*

Institute on Employment and Disability
Employer Practices to Improve Employment Outcomes:
Considerations Across the Employment Process

Susanne M. Bruyère, Ph.D., CRC
(smb23@cornell.edu)

K. Lisa Yang and Hock E. Tan Institute on Employment and Disability
Cornell University ILR School

ADA Centers Webinar Series
February 21, 2017

Presentation Overview

• Why a focus on employer practices across the employment process?
• Data sources and interdisciplinary efforts identifying disability inclusive workplace practices
• Key findings from these efforts
• Implications for employers, and for training and technical assistance efforts to businesses
• Related online resources for future reference

The contents of this presentation were developed under a grant to Cornell University for The Rehabilitation Research and Training Center on Employer Practices Related to Employment Outcomes Among Individuals with Disabilities at Cornell University from the National Institute on Disability, Independent Living, and Rehabilitation Research, Administration for Community Living, U.S. Department of Health and Human Services (NIDILRR grant number 90RT5010). NIDILRR is a Center within the Administration for Community Living (ACL), Department of Health and Human Services (HHS). The contents of this presentation do not necessarily represent the policy of NIDILRR, ACL, HHS, and you should not assume endorsement by the Federal Government.
Why Focus on Employer Practices?

- Federal regulations on increasing employment outcomes for IWDs offer renewed opportunity for employer outreach
- Select orgs. have targeted hiring initiatives
- Changing workplace/workforce necessitates this focus (e.g. contingent workforce, IT, etc.)
- Attention needs to span employment process
- To be effective, needs to draw from many sources

Data sources and interdisciplinary efforts for policies and practices

- Wide array of data sources
- Use of various research approaches (large data set analysis, survey, interview, focus groups, case studies, archival data review, and other)
- Transdisciplinary (e.g., rehabilitation psychology, rehabilitation counseling, I/O psychology, special education, economics, statistics, math, environmental design and analysis, social work, law, other)
- Partnerships with employers and their networks
Data sources to confirm employment disparities and current employer practices

- National survey data (e.g., ACS, CPS, other data sets)
- Administrative data (e.g., EEOC)
- Surveys of employers/HR professionals
- Employer in-depth case studies (organizational data, staff surveys)
- Surveys of people with disabilities, family members, and service providers

2015 Disability Status Reports
U.S., 50 states, D.C., Puerto Rico

Download at www.DisabilityStatistics.org
Employment Rate (ages 21-64)

- People with Disabilities: 35.2%
- People without Disabilities: 78.3%
- Gap: 43.1%

Median Annual Household Income

- HHs with People with Disabilities: $41,600
- HHs without People with Disabilities: $65,900
- Gap: $24,300
Administrative Data Sets can Inform Where Discrimination Occurs

- Example using the U.S. Equal Employment Opportunity Commission Employment Discrimination Charge Data
- Interagency Personnel Act Agreement (IPA)
- Charges across all statutes from 1993 – 2014
- Identify trends in charges; issues and bases; comparison to other forms of discrimination

Most common issues cited on ADA Charges: 2005-2014

<table>
<thead>
<tr>
<th>Condition</th>
<th>Percent of charges</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discharge</td>
<td>58.2</td>
</tr>
<tr>
<td>Reasonable accommodation</td>
<td>30.8</td>
</tr>
<tr>
<td>Terms/Conditions</td>
<td>19.9</td>
</tr>
<tr>
<td>Harassment</td>
<td>15.4</td>
</tr>
<tr>
<td>Discipline</td>
<td>9.7</td>
</tr>
<tr>
<td>Other</td>
<td>6.7</td>
</tr>
<tr>
<td>Hiring</td>
<td>6.2</td>
</tr>
</tbody>
</table>

Note: a charge can cite one or more issues.
Sarah von Schrader, 2016, Cornell University, Yang-Tan Institute, using USEEOC Charge Data
Most common bases cited on ADA Charges (2005-2014)

<table>
<thead>
<tr>
<th>Basis</th>
<th>Percent of charges</th>
</tr>
</thead>
<tbody>
<tr>
<td>Orthopedic/structural back impairment</td>
<td>8.9</td>
</tr>
<tr>
<td>Non-paralytic orthopedic impairment</td>
<td>7.3</td>
</tr>
<tr>
<td>Depression</td>
<td>6.1</td>
</tr>
<tr>
<td>Diabetes</td>
<td>4.5</td>
</tr>
<tr>
<td>Other anxiety disorder</td>
<td>4.4</td>
</tr>
<tr>
<td>Heart/Cardiovascular</td>
<td>3.5</td>
</tr>
<tr>
<td>Cancer</td>
<td>3.2</td>
</tr>
</tbody>
</table>

Sarah von Schrader, 2016, Cornell University, Yang-Tan Institute, using USEEOC Charge Data

Increase in charges cited by those with non-obvious disabilities

Sarah von Schrader, 2015, Cornell University, Yang-Tan Institute, using USEEOC Charge Data
Employer Policies and Practices: Facilitating Disability Inclusion Across the Employment Process

- Recruitment and hiring
- Accessibility and accommodation
- Retention and career advancement
- Compensation and benefits
- Diversity and inclusion (the role of the manager)
- Metrics and analytics

Workplace Policies for Disability Inclusion

- Survey of U.S. human resource (HR) professionals
- Over 250,000 SHRM members; stratified sample across industries and org. sizes
- Online/phone based survey focused on:
  - Recruitment and Hiring
  - Accessibility and Accommodation
  - Retention and Advancement
  - Barriers, Metrics and Training
- Data collected fall of 2011
- Response rate: 23% (n=662)
Barriers to Employment or Advancement

<table>
<thead>
<tr>
<th>Factor</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attendance of people with disabilities</td>
<td>9%</td>
</tr>
<tr>
<td>Cost of training</td>
<td>9%</td>
</tr>
<tr>
<td>Additional cost of supervision</td>
<td>9%</td>
</tr>
<tr>
<td>Productivity and performance</td>
<td>13%</td>
</tr>
<tr>
<td>Attitudes/stereotypes</td>
<td>16%</td>
</tr>
<tr>
<td>Cost of accommodations</td>
<td>19%</td>
</tr>
<tr>
<td>Supervisor knowledge of accommodations</td>
<td>23%</td>
</tr>
<tr>
<td>Lack of requisite skills and training</td>
<td>30%</td>
</tr>
<tr>
<td>Lack of related experience</td>
<td>35%</td>
</tr>
<tr>
<td>Lack of qualified applicants</td>
<td>50%</td>
</tr>
</tbody>
</table>


Do HR policies and practices matter?
Recruitment and Hiring

Percentage of organizations which implemented each practice or policy


http://rcb.sagepub.com/content/early/2013/11/14/0034355213509841.full.pdf

Effects of Selected Practices on Hiring

Organizations with: Increased likelihood of hiring:

- Internships for PWDs: 5.7 times
- Strong senior management commitment: 4.8 times
- Explicit PWD organizational goals: 4.1 times
- Actively recruiting PWD: 3.2 times
- Including PWD in diversity & inclusion plan: 3.2 times
- Relationships with community orgs: 2.7 times

Erickson, W., von Schrader, S., Bruyère, S., VanLooy, S., & Mattheson, D. Disability-inclusive employer practices and hiring of individuals with disabilities. Journal of Rehabilitation Research, Policy and Education.
Accessibility and Accommodation

Percentage of organizations which implemented each practice or policy

- Has a centralized accommodations fund (i.e., company-wide fund for accommodations)...
- Regularly reviews the accessibility of its on-line application system to people with visual, hearing, finger dexterity & cognitive impairments
- Evaluates pre-employment occupational screenings to ensure they are unbiased
- Provides advance notice to job applicants that reasonable accommodations are provided during the job application process
- Has a formal (i.e., written, documented) decision-making process for the case-by-case provision of accommodations
- Has an established grievance procedure to address reasonable accommodation issues
- Allows an employee to exceed the maximum duration of medical leave as an accommodation
- Has a designated office or person to address accommodation questions

http://rcb.sagepub.com/content/early/2013/11/14/0034355213509841.full.pdf

Accommodation Policies and Practices Most Often Rated as “Very Effective”

- Centralized accommodation fund
- Designated office/person to address accommodation questions
- Formal process for provision of accommodations

http://rcb.sagepub.com/content/early/2013/11/14/0034355213509841.full.pdf
Retention and Advancement

Percentage of organizations which implemented each practice or policy

- Includes progress toward retention or advancement goals for employees with... 9
- Has explicit organizational goals related to retention or advancement of employees... 13
- Has a disability-focused employee network (e.g., employee resource group or affinity... 13
- Offers special career planning and development tools for employees with... 16
- Has a structured mentoring program to support employees with disabilities 17
- Invites employees to confidentially disclose whether they have a disability (e.g., staff... 41
- Encourages flexible work arrangements for all employees (e.g., flextime, part-time,... 57
- Has a return to work or disability management program for employees who are ill/injured or... 76

http://rcb.sagepub.com/content/early/2013/11/14/0034355213509841.full.pdf

Retention and Advancement Policies and Practices Most Often Rated as “Very Effective”

- Having a disability focused employee network
- Having a return to work or disability management program
- Flexible work arrangements for all employees
- Mentoring program to support employees with disabilities

http://rcb.sagepub.com/content/early/2013/11/14/0034355213509841.full.pdf
Metrics

What are organizations measuring?

Cornell/SHRM 2011 Employer Survey

% Organizations tracking disability metrics

- Turnover rate for employees with disabilities: 11%
- Compensation equity: 14%
- Grievances from employees with disabilities: 17%
- Employee retention and advancement: 18%
- Number of job applicants: 23%
- Number of job applicants hired: 29%
- Data on accommodations (e.g., types and/or costs): 32%

http://rbrc.sagepub.com/content/early/2013/11/14/0034355213509841.full.pdf
Case Studies and Employer Working Groups on workplace Disability Inclusion Factors

- Across-company survey of HR professionals previously described
- Series of seven working groups with employer representatives (HR, Diversity & Inclusion, EEO, and others) to identify key issues, promising policies/practices, and needed future training and tools
- In-depth case studies of select organizations
Managers’ Role is Critical

- Managers are key to the quality of workplace experiences of people with disabilities
- Manager perceptions of organizational motivation for disability inclusion (true inclusion interests rather than legal compliance) positively impacts disability climate
- Disability disclosure most often occurs with the manager or co-workers, rather than with HR; education and training around disability disclosure is vital to foster inclusive workplace culture


- Over 70% of managers were unaware of whether some of these practices are in place (across practices, lack of awareness among managers ranges from 40% to over 70%)
- Higher awareness in public sector

Q1: Targeted recruiting of people with disabilities.
Q2: Clear policies and procedures for disability accommodations.
Q3: Including disability in your organization’s diversity strategy or mission statement.
Q4: Centralized source of funding for accommodations.
Q5: Designated office or person to address accommodation questions.
Q6: Formal (i.e., written, documented) decision-making process for the case-by-case provision of accommodations.
Q7: Disability awareness and sensitivity training for employees.
Q8: Regular review of the accessibility of your organization’s job application systems.
Q9: Training of HR staff and hiring managers on effective interviewing of people with disabilities.
Q10: Invitation for employees to confidentially disclose whether they have a disability.

*Manager awareness was lowest for disability practices in red.*
Perceived Effectiveness of Disability Practices

Awareness of practices is critical because managers will only use/implement the practices of which they are aware.

Managers’ perceptions about the effectiveness of disability practices are positively associated with employees’ perceptions of the organization’s commitment to disability-related goals.

Employees are less likely to report experiencing bias or discrimination based on their disability if the manager(s) they work for are aware of their organization’s disability policies and practices and believe that they are effective.

Experiences Are Better In Inclusive Units

Individuals with disabilities who work in inclusive climates report significantly --
- Greater success at having their accommodation requests granted
- Greater coworker support of their accommodations
- Better experiences of procedural and interactional justice during accommodations
- Lower levels of disability harassment/discrimination
- Higher organizational commitment and satisfaction
- Lower turnover intentions

Experiences Better for Employees with Disabilities Who Enjoy High Quality Relationships With Their Managers

Individuals with disabilities who are included in their manager’s “ingroup” report:
- Higher fit between skills and demands of job
- Higher empowerment
- Fairer treatment during the accommodation process
- Higher organizational commitment, satisfaction, and willingness to engage in citizenship behaviors
- Lower turnover intentions


AAPD/Cornell Survey of People with Disabilities

- Gather the perspectives of people with disabilities via an online survey on disability disclosure;
- Recruited by sharing survey link via:
  - Social Media:
  - Newsletter announcements
- Partnered with:
"Very important" factors, when deciding to disclose a disability to an employer

<table>
<thead>
<tr>
<th>Persons with a disability (N=598)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Need for accommodation</td>
</tr>
<tr>
<td>Supportive supervisor relationship</td>
</tr>
<tr>
<td>Disability friendly workplace</td>
</tr>
<tr>
<td>Active disability recruiting</td>
</tr>
<tr>
<td>Knowing of other successes</td>
</tr>
<tr>
<td>Disability in diversity statement</td>
</tr>
<tr>
<td>Belief in new opportunities</td>
</tr>
</tbody>
</table>


"Very important" factors when deciding to NOT disclose a disability to an employer

<table>
<thead>
<tr>
<th>Persons with a disability (N=598)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Risk of being fired/not hired</td>
</tr>
<tr>
<td>Employer may focus on disability</td>
</tr>
<tr>
<td>Risk of losing health care</td>
</tr>
<tr>
<td>Fear of limited opportunities</td>
</tr>
<tr>
<td>Supervisor may not be supportive</td>
</tr>
<tr>
<td>Risk being treated differently</td>
</tr>
<tr>
<td>Risk being viewed differently</td>
</tr>
<tr>
<td>No impact on job ability</td>
</tr>
<tr>
<td>Desire for privacy</td>
</tr>
</tbody>
</table>

In Summary:

Best Practices for Employers

• **Develop top leadership commitment**
  Establish employment of people with disabilities as a clear priority, mobilize middle management, place people with disabilities in leadership positions.

• **Assign responsibility**
  Put someone in charge of attracting, engaging, and advancing employees with disabilities.

• **Find a partner**
  Find a partner in the placement business (e.g., State VR agency or local area community service provider).

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Best Practices for Employers (con’t)

• **Establish employee resource groups**
  Identify leaders with interest in disability. Create inter-unit partnerships, conduct accessibility assessments, get involved in recruiting.

• **Make managers accountable**
  Incorporate disability goals into performance plans for managers and supervisors.

• **Measure for understanding and results**
  Include disability in employee surveys, measuring both performance and importance. Link to measures of employee engagement.
Best Practices for Employers (con’t)

• Make it safe to self-identify
Most employees with disabilities are unidentified, or become disabled post-hire. Make disclosure safe, provide solid reasons to disclose (e.g. flexible work options, access to accommodations).

• Raise understanding and skill levels
Train everyone on etiquette, understanding. Reduce fear of interacting with people with disabilities. Ensure managers understand their roles and accountabilities.


Implications for Business Consultation

• Be knowledgeable about regulations that are influencing employers’ interests in disability hiring
• Be aware of specific workplace policies and practices that enhance recruitment, hiring, career advancement, retention, and inclusion outcomes
• Become equipped to talk about issues beyond hiring, such as top leadership commitment, meaningful disability inclusion, and the importance of managers’ role in minimizing perceived discrimination, etc.
• Become knowledgeable about ways that companies can measure their disability inclusion progress
Related Publications


Related Publications (Continued)


Cornell Related Online Resources

- BenchmarkABILITY Online Tool for Companies [www.benchmarkABILITY.org](http://www.benchmarkABILITY.org)
- Disability Statistics Online Tool [www.disabilitystatistics.org](http://www.disabilitystatistics.org)
- Cornell Online Repository of Related Publications [http://digitalcommons.ilr.cornell.edu/edicollect/](http://digitalcommons.ilr.cornell.edu/edicollect/)
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