ADA Audio Conference Series
February 21, 2017

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- Resize the Whiteboard where the Presentation slides are shown to make it smaller or larger by choosing from the drop down menu located above and to the left of the whiteboard. The default is “fit page”
Customize Your View continued

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  - From the drop down menu select “Preferences”
  - Scroll down to “General”
  - select “Audible Notifications” Uncheck anything you don’t want to receive and apply
  - Select “Visual Notifications” Uncheck anything you don’t want to receive and apply
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    - Preferences will be one of the option available
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  2. By Email webinars@ada-audio.org; or
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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
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
People without Disabilities

35.2%  Gap=43.1%

78.3%

Median Annual Household Income

HHs with People with Disabilities
HHs without People with Disabilities

$41,600  Gap=$24,300

$65,900
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</td>
<td>30.8</td>
</tr>
<tr>
<td>accommodation</td>
<td>19.9</td>
</tr>
<tr>
<td>Terms/Conditions</td>
<td>15.4</td>
</tr>
<tr>
<td>Harassment</td>
<td>9.7</td>
</tr>
<tr>
<td>Discipline</td>
<td></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>4.3</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>Barrier</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attendance of people with disabilities</td>
<td>6%</td>
</tr>
<tr>
<td>Cost of training</td>
<td>8%</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 accomm.</td>
<td>22%</td>
</tr>
<tr>
<td>Lack of requisite skills and training</td>
<td>30%</td>
</tr>
<tr>
<td>Lack of related experience</td>
<td>30%</td>
</tr>
<tr>
<td>Lack of qualified applicants</td>
<td>50%</td>
</tr>
</tbody>
</table>


### Do HR policies and practices matter?

### Recruitment and Hiring

<table>
<thead>
<tr>
<th>Practice</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>PWD considered in management</td>
<td>17%</td>
</tr>
<tr>
<td>Internships for PWDs</td>
<td>15%</td>
</tr>
<tr>
<td>Explicit PWD organizational goals</td>
<td>25%</td>
</tr>
<tr>
<td>Used tax incentives for hiring PWD</td>
<td>27%</td>
</tr>
<tr>
<td>Strong senior management</td>
<td>38%</td>
</tr>
<tr>
<td>Actively recruiting PWD</td>
<td>45%</td>
</tr>
<tr>
<td>Relationships with community</td>
<td>54%</td>
</tr>
<tr>
<td>PWD in diversity &amp; inclusion plan</td>
<td>56%</td>
</tr>
</tbody>
</table>

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


Accessibility and Accommodation

Percentage of organizations which implemented each practice or policy

- Has a centralized accommodation fund? 59%
- Keeps under review the accessibility of its on-line application system to people with disabilities: 57%
- Evaluates pre-employment processes to ensure they are understood: 52%
- Provides advance notice to job applicants that reasonable accommodation are provided during the job application process: 51%
- Has a written, documented, decision-making process for the use of leave provisions of accommodations: 48%
- Has an established grievance procedure to address reasonable accommodation issues: 45%
- Allows an employee to exceed the maximum duration of medical leave as an accommodation: 37%
- Has a designated office/person to address accommodation questions: 34%


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

Retention and Advancement
Percentage of organizations which implemented each practice or policy

- Includes progress toward retention or advancement goals for employees with disabilities: 21
- Has explicit organizational goals related to retention or advancement of employees with disabilities: 13
- Has a disability-focused employee network: 13
- Offers special career planning and development tools for employees with disabilities: 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, mentor): 51
- 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 or injured: 76


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


Metrics
What are organizations measuring?

Cornell/SHRM 2011 Employer Survey
% Organizations tracking disability metrics

<table>
<thead>
<tr>
<th>Metric</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turnover rate for employees with disabilities</td>
<td>11</td>
</tr>
<tr>
<td>Compensation equity</td>
<td>14</td>
</tr>
<tr>
<td>Grievances from employees with disabilities</td>
<td>17</td>
</tr>
<tr>
<td>Employee retention and advancement</td>
<td>18</td>
</tr>
<tr>
<td>Number of job applicants</td>
<td>23</td>
</tr>
<tr>
<td>Number of job applicants hired</td>
<td>28</td>
</tr>
<tr>
<td>Data on accommodations (e.g., types and/or costs)</td>
<td>32</td>
</tr>
</tbody>
</table>

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:

AAPD
SAMHSA
“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)
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.

Linkow et al, 2012

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
Cornell Related Online Resources

- BenchmarkABILITY Online Tool for Companies
  www.benchmarkABILITY.org
- Employer Practices Disability and Compensation Catalog
  http://www.disabilitystatistics.org/eprrtc/codebook.cfm
- Disability Statistics Online Tool
  www.disabilitystatistics.org
- US EEOC Disability Charge Tabulations Online Tool
  http://www.disabilitystatistics.org/eeoc/
- Cornell Online Repository of Related Publications
  http://digitalcommons.ilr.cornell.edu/edicollect/
- Employer Practices RRTC Project
  http://employerpracticesrrtc.org/

Questions?

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The next scheduled session is:

“Structured Negotiation – A tool for disability rights”

March 21, 2017

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