



## ADA Audio Conference Series February 21, 2017

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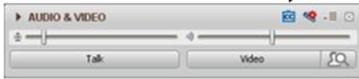
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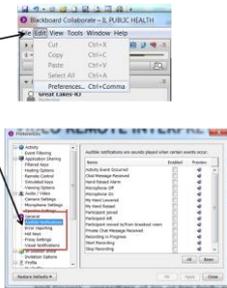
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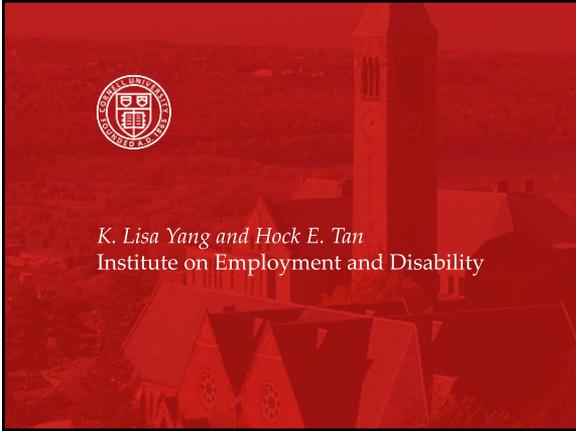
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*K. Lisa Yang and Hock E. Tan*  
Institute on Employment and Disability



## Employer Practices to Improve Employment Outcomes:

### Considerations Across the Employment Process

**Susanne M. Bruyère**, Ph.D., CRC  
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*K. Lisa Yang and Hock E. Tan* Institute on Employment and Disability  
Cornell University ILR School

ADA Centers Webinar Series  
February 21, 2017

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*K. Lisa Yang and Hock E. Tan*  
Institute on Employment and Disability



## 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.

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## 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

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## 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

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## 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

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



Download at [www.DisabilityStatistics.org](http://www.DisabilityStatistics.org)

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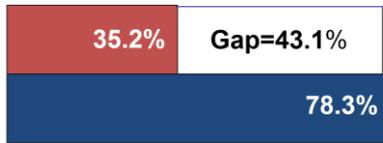
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## Employment Rate (ages 21-64)

- People with Disabilities
- People without Disabilities



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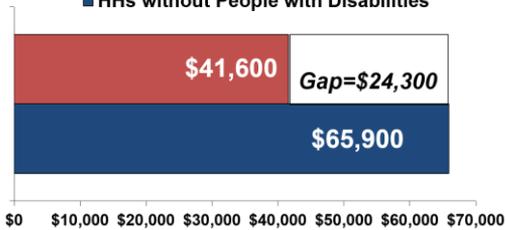
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## Median Annual Household Income

- HHs with People with Disabilities
- HHs without People with Disabilities



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## 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

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## Most common issues cited on ADA Charges: 2005-2014

Condition	Percent of charges
<b>Discharge</b>	<b>58.2</b>
<b>Reasonable accommodation</b>	<b>30.8</b>
Terms/Conditions	19.9
<b>Harassment</b>	<b>15.4</b>
<b>Discipline</b>	<b>9.7</b>
Other	6.7
Hiring	6.2

Note: a charge can cite one or more issues.

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

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## Most common bases cited on ADA Charges (2005-2014)

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

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

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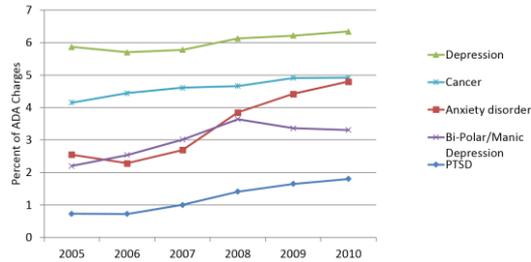
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## Increase in charges cited by those with non-obvious disabilities



Sarah von Schrader, 2015, Cornell University, Yang-Tan Institute, using USEEOC Charge Data

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## 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

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## 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)

Erickson, W. von Schrader, S. Bruylere, S & VanLooy, S. (2013). The Employment Environment: Employer Perspectives, Policies, and Practices Regarding the Employment of Persons with Disabilities. *Rehabilitation Counseling Bulletin*. doi: 10.1177/0034355213509841

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## Barriers to Employment or Advancement



Erickson, W. von Schrader, S. Bruyère, S & VanLooy, S. (2013). The Employment Environment: Employer Perspectives, Policies, and Practices Regarding the Employment of Persons with Disabilities. *Rehabilitation Counseling Bulletin*. doi: 10.1177/0034352113509841 25

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## Do HR policies and practices matter?



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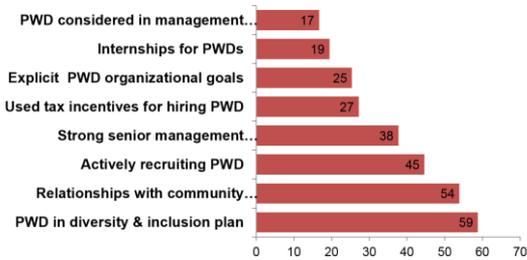
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## Recruitment and Hiring

Percentage of organizations which implemented each practice or policy



Erickson, W. von Schrader, S. Bruyère, S & Sara VanLooy, S. (2013) The Employment Environment: Employer Perspectives, Policies, and Practices Regarding the Employment of Persons with Disabilities. *Rehabilitation Counseling Bulletin*. <http://rcb.sagepub.com/content/early/2013/11/14/0034352113509841.full.pdf> 27

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## 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., & Matteson, D. Disability-inclusive employer practices and hiring of individuals with disabilities. *Journal of Rehabilitation Research, Policy and Education.*

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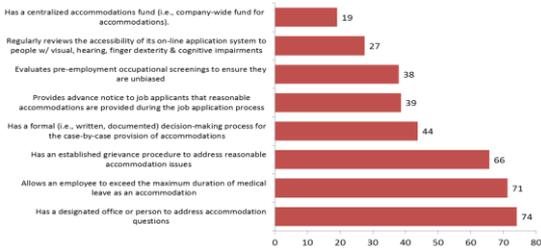
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## Accessibility and Accommodation

### Percentage of organizations which implemented each practice or policy



Erickson, W., von Schrader, S., Bruyère, S. & Sara VanLooy, S. (2013) The Employment Environment: Employer Perspectives, Policies, and Practices Regarding the Employment of Persons with Disabilities. *Rehabilitation Counseling Bulletin*  
<http://rcb.sagepub.com/content/early/2013/11/14/0034355213509841.full.pdf>

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## 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

Erickson, W., von Schrader, S., Bruyère, S. & Sara VanLooy, S. (2013) The Employment Environment: Employer Perspectives, Policies, and Practices Regarding the Employment of Persons with Disabilities. *Rehabilitation Counseling Bulletin*  
<http://rcb.sagepub.com/content/early/2013/11/14/0034355213509841.full.pdf>

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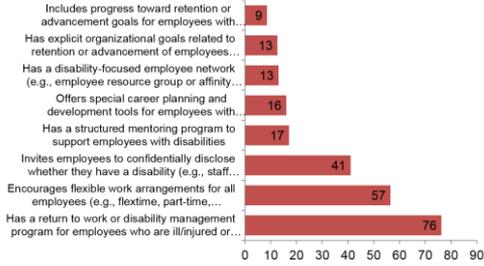
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## Retention and Advancement

Percentage of organizations which implemented each practice or policy



Erickson, W. von Schrader, S. Bruyere, S. & Sara VanLooy, S. (2013) The Employment Environment: Employer Perspectives, Policies, and Practices Regarding the Employment of Persons with Disabilities. Rehabilitation Counseling Bulletin. <http://rcb.sagepub.com/content/early/2013/11/14/0034356213509841.full.pdf>

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## 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

Erickson, W. von Schrader, S. Bruyere, S. & Sara VanLooy, S. (2013) The Employment Environment: Employer Perspectives, Policies, and Practices Regarding the Employment of Persons with Disabilities. Rehabilitation Counseling Bulletin. <http://rcb.sagepub.com/content/early/2013/11/14/0034356213509841.full.pdf>

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## Metrics

What are organizations measuring?



Cornell/SHRM 2011 Employer Survey

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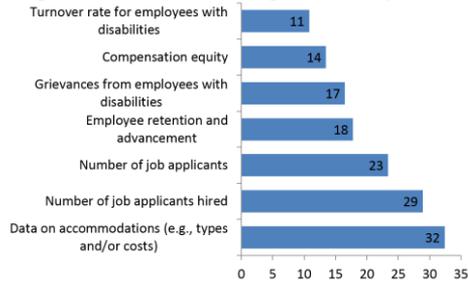
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## % Organizations tracking disability metrics



Erickson, W. von Schrader, S. Boyette, S. & Sara VarLacy, S. (2013) The Employment Experiences: Employer Perspectives, Policies, and Practices Regarding the Employment of Persons with Disabilities. Rehabilitation Counseling Bulletin. <http://rdb.sagepub.com/content/56/4/2013/1114/00040403/20130411.pdf>

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## 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

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Employees with disabilities are

**AT LEAST 60% MORE LIKELY TO DISCLOSE THEIR DISABILITY TO THEIR**



**SUPERVISOR**

than to



**HR**

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## 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

Nishii, L., & Bruylère, S. (2014). *Inside the workplace: Case studies of factors influencing engagement of people with disabilities*. Research Brief, Ithaca, NY: Cornell University Employment and Disability Institute. 37

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- 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. 26

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## 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.

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## 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

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## 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

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## 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:




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### “Very important” factors, when deciding to disclose a disability to an employer

	Persons with a disability (N=598)
Need for accommodation	68.2
Supportive supervisor relationship	63.5
Disability friendly workplace	56.8
Active disability recruiting	50.5
Knowing of other successes	49.9
Disability in diversity statement	48.9
Belief in new opportunities	40.7

von Schrader, S. Malzer, V., Erickson, W., & Bruyère, S. (2010). *Emerging Employment Issues for People with Disabilities: Disability Disclosure, Leave as a Reasonable Accommodation, Use of Job Applicant Screeners.*

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### “Very important” factors when deciding to NOT disclose a disability to an employer

	Persons with a disability (N=598)
Risk of being fired/not hired	73.0
Employer may focus on disability	62.0
Risk of losing health care	61.5
Fear of limited opportunities	61.1
Supervisor may not be supportive	60.1
Risk being treated differently	57.8
Risk being viewed differently	53.8
No impact on job ability	44.0
Desire for privacy	27.9

von Schrader, S. Malzer, V., Erickson, W., & Bruyère, S. (2010). *Emerging Employment Issues for People with Disabilities: Disability Disclosure, Leave as a Reasonable Accommodation, Use of Job Applicant Screeners.*

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### 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)

Linkow et al., 2012

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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.

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## 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.

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## 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

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## www.BenchmarkABILITY.org



### Related Publications

Barrington, L., Bruyère, S., & Waelder, M. (2014). Employer practices in improving employment outcomes for people with disabilities: A trans-disciplinary and employer-inclusive research approach. *Journal of Rehabilitation Research, Policy and Education*, 28(4), 208-224. Retrieved from <http://www.ingentaconnect.com/content/springer/rpe/2014/00000028/00000004/art00002>

Bruyère, S. M. (Ed.). (2016). *Disability and employer practices: Research across the disciplines*. Ithaca, NY: Cornell University Press.

Bruyère, S. M. (2014). Introduction. *Rehabilitation Research, Policy, and Education*, 28(4), 206-207. Retrieved from <http://www.ingentaconnect.com/content/springer/rpe/2014/00000028/00000004>

Coduti, W. A., Tugman, K., Bruyère, S. M., & Malzer, V. (2015). Aging workers: Work environment as a factor in employee mental health. *International Journal of Disability Management*, 10, e4. <http://doi.org/10.1017/ijdm.2015.4>

Erickson, W. A., Von Schrader, S., Bruyère, S. M., & VanLooy, S. A. (2013). The employment environment: Employer perspectives, policies, and practices regarding the employment of persons with disabilities. *Rehabilitation Counseling Bulletin*, 57(4), 195-208. <http://doi.org/10.1177/0034355213509941>

Erickson, W. A., von Schrader, S., Bruyère, S. M., VanLooy, S. A., & Matteson, D. S. (2014). Disability -inclusive employer practices and hiring of individuals with disabilities. *Rehabilitation Research, Policy, and Education*, 28(4), 309-328. <http://doi.org/10.1891/2168-6653.28.4.309>

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## Cornell Related Online Resources

- BenchmarkABILITY Online Tool for Companies  
[www.benchmarkABILITY.org](http://www.benchmarkABILITY.org)
- Employer Practices Disability and Compensation Catalog  
<http://www.disabilitystatistics.org/eprtc/codebook.cfm>
- Disability Statistics Online Tool  
[www.disabilitystatistics.org](http://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/>

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