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Improving Employment Outcomes for People with Disabilities: *What Employers Can Tell Us*

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Overview of Presentation

- Current research findings in employer recruitment hiring practices that are prime for inclusion in current disability policy or practice, or deserving of further examination
- Challenges related to research informing policy or practices and future research
- Collaborations needed to address these challenges
- Related resources (references and online tools)



Current Research Findings: Recruiting and Hiring



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





Recruitment and Hiring

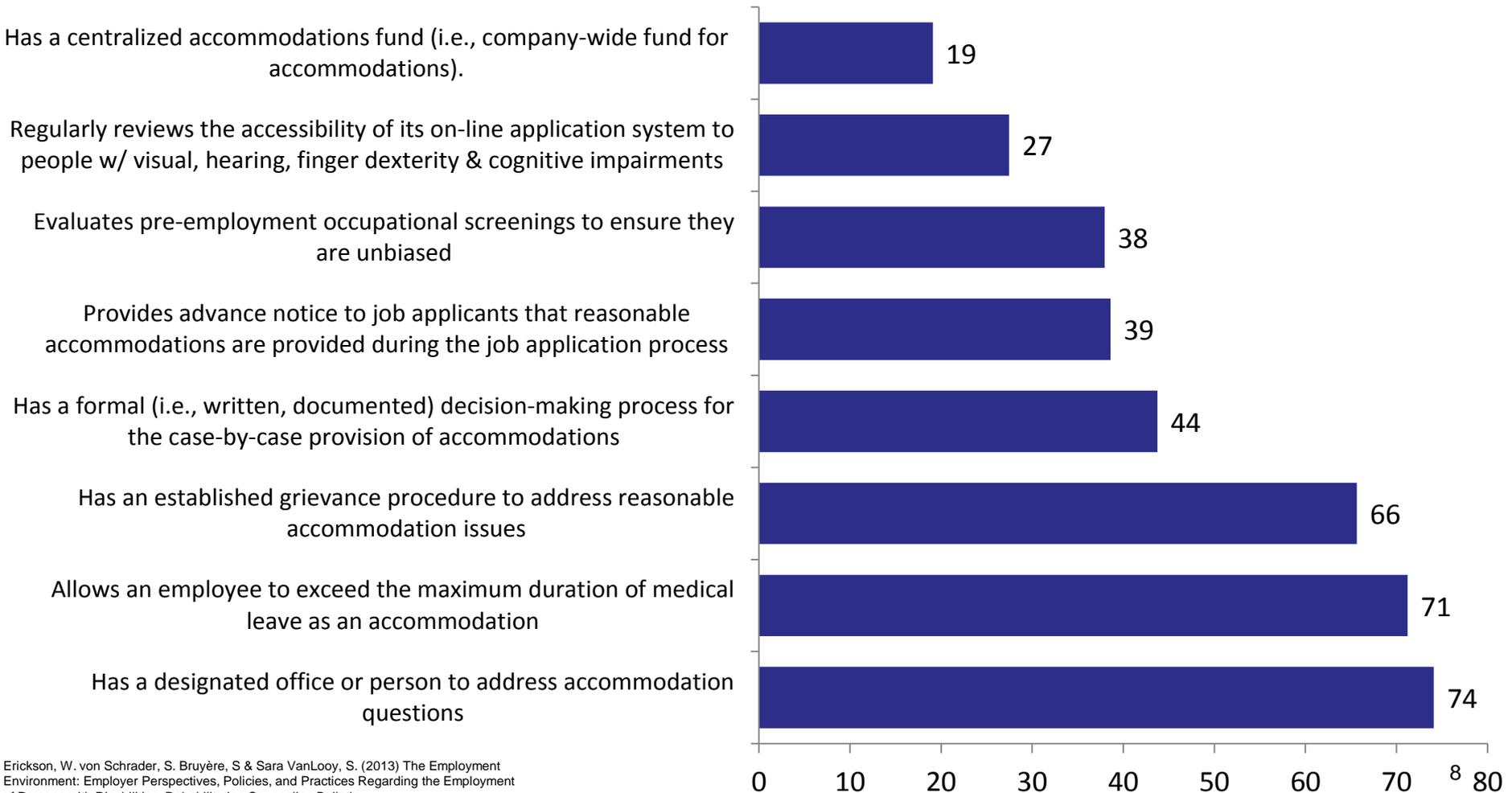
Percentage of organizations which implemented each practice or policy





Accessibility and Accommodation

Percentage of organizations which implemented each practice or policy





Do HR policies and practices matter?



YES!



Effects of selected practices on hiring PWDs

Organizations w/ the following 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



Best Practices for Employers

- *Develop 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).



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.



Challenges to Research Informing Policy, Practice, Future Research

- Access to “within workplaces” data and related organizational metrics (e.g., recruitment, hiring, retention, advancement, engagement data)
- Access to related federal administrative data that would inform regarding employer practices (e.g., wage information, unemployment data)
- Ability to link data across sources



Collaborations Needed to Address Challenges

- Collaborations among researchers to maximize perspectives across disciplines
- Build incentives for employers to share information without undue risk/exposure
- Collaborations across federal agencies who are repositories for select related information
- Facilitation of access to administrative data, and the ability to link data



Related Publications

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*. Published online before print November 14, 2013, doi: 10.1177/0034355213509841

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Golden, T. P., Bruyere, S., Karpur, A., Nazarov, Z., VanLooy, S., & Reiter, B. (2012). Workforce development policy: Unrealized potential for Americans with disabilities. *Rehabilitation Research, Policy, and Education Journal*.

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Hallock, K., Jin, X., & Barrington, L. (2013). *The Role of Tasks and Skills in Explaining the Disability Pay Gap* . Working Paper. Ithaca, NY, ILR School, Institute for Compensation Studies.

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The Conference Board (2013). *Leveling the Playing Field: Attracting, Engaging, and Advancing People with Disabilities*. Available online at -- <http://digitalcommons.ilr.cornell.edu/edicollect/1292/>

von Schrader, S., Malzer, V., Bruyère , S. (2013). Perspectives on disability disclosure: The importance of employer practices and workplace climate. *Employer Responsibilities and Rights Journal*. DOI: 10.1007/s10672-013-9227-9.

von Schrader, S., Malzer, V., Erickson, W. & Bruyere, (2013). *Absence and Disability Management Practices for an Aging Workforce*. Available at: <http://digitalcommons.ilr.cornell.edu/edicollect/1320/>

von Schrader, S., & Nazarov, Z. (in press). *Employer Characteristics Associated With Discrimination Charges Under the Americans With Disabilities Act*. *Journal of Disability Policy Studies*.



Cornell Related Online Resources

- Employer Practices RRTC Project
<http://employerpracticesrrtc.org/>
- U.S. EEOC Disability Charge tabulations online tool
<http://www.disabilitystatistics.org/eecoc/>
- Employer Practices Disability and Compensation Catalog
<http://www.disabilitystatistics.org/eprrtc/codebook.cfm>
- Employer Assistance Resource Network
<http://www.askEARN.org>
- Cornell Online Repository of Related Publications
<http://digitalcommons.ilr.cornell.edu/edicollect/>
- Tips for Human Resource (HR) Professionals
<http://www.hrtips.org/>



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Thank you for your invitation



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