Disability Inclusion Across the Employment Process:
Measuring the Impact and Outcomes of Proactive Policies and Practices
Presenters

- **Susanne Bruyère**, Director, *K. Lisa Yang and Hock E. Tan* Institute on Employment and Disability, ILR School
- **John Hausknecht**, Associate Professor, Human Resource Studies, ILR School
- **Abby Maldonado**, Diversity Programs Specialist, Pinterest (pre-taped interview)
- **Beth Daly-Torres**, Vice President, Global Diversity, JPMorgan Chase & Co. (Skype)

Moderator

- **Linda Barrington**, Associate Dean for Outreach and Sponsored Research and Executive Director of the Institute for Compensation Studies, ILR School
Key Considerations Across the Employment Process

Labor market disparities

Individual Opportunities

Employer Practices

OUTCOMES IN THE LABOR MARKET

DEMAND

Regulatory Policies

Supply

Employer practices impacting labor market outcomes

Retention & Promotion

Workplace Inclusion

Total Compensation

Technology & Access

Recruitment & Hiring

Disability Inclusive Employer Policies and Practices Across the Employment Process

Metrics Tracked By Organizations

Percentage of organizations who tracked each metric

- Compensation equity: 13.5% By Disability, 41.3% By Gender or Ethnicity/Race
- Employee retention and advancement: 17.8% By Disability, 46.0% By Gender or Ethnicity/Race
- Number of job applicants: 23.4% By Disability, 59.8% By Gender or Ethnicity/Race
- Number of job applicants hired: 28.9% By Disability, 65.3% By Gender or Ethnicity/Race

Abby Maldonado, ILR ‘14, 
Diversity Programs Specialist, Pinterest 
(by pre-taped interview)
## Effects of Selected Practices on Hiring

<table>
<thead>
<tr>
<th>Organizations with:</th>
<th>Increased likelihood of hiring:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internships for PWDs</td>
<td>5.7 times</td>
</tr>
<tr>
<td>Strong senior management commitment</td>
<td>4.8 times</td>
</tr>
<tr>
<td>Explicit PWD organizational goals</td>
<td>4.1 times</td>
</tr>
<tr>
<td>Actively recruiting PWD</td>
<td>3.2 times</td>
</tr>
<tr>
<td>Including PWD in diversity &amp; inclusion plan</td>
<td>3.2 times</td>
</tr>
<tr>
<td>Relationships with community organizations</td>
<td>2.7 times</td>
</tr>
</tbody>
</table>

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.
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
Abby Maldonado, ILR ‘14,
Diversity Programs Specialist, Pinterest
(by pre-taped interview)
Manager’s Role is Critical

• Employees are 60% more likely to disclose to a manager or co-workers than to HR
• Manager perceptions of organizational motivation for disability inclusion positively impacts climate
• Education about disability inclusion across the workforce is imperative
“Very important” factors, when deciding to disclose a disability to an employer

<table>
<thead>
<tr>
<th>Factor</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Need for accommodation</td>
<td>68.2</td>
</tr>
<tr>
<td>Supportive supervisor relationship</td>
<td>63.5</td>
</tr>
<tr>
<td>Disability friendly workplace</td>
<td>56.8</td>
</tr>
<tr>
<td>Active disability recruiting</td>
<td>50.5</td>
</tr>
<tr>
<td>Knowing of other successes</td>
<td>49.9</td>
</tr>
<tr>
<td>Disability in diversity statement</td>
<td>48.9</td>
</tr>
<tr>
<td>Belief in new opportunities</td>
<td>40.7</td>
</tr>
</tbody>
</table>

Beth Daly-Torres
Vice President, Global Diversity
JPMorgan Chase & Co.
(by Skype video real-time from Atlanta)
Disability Inclusive Employer Policies and Practices Across the Employment Process

Accessibility and Accommodation

Percentage of organizations which implemented each practice or policy

- Has a centralized accommodations fund (i.e., company-wide fund for accommodations): 19%
- Regularly reviews the accessibility of its on-line application system to people w/ visual, hearing, finger dexterity & cognitive impairments: 27%
- Evaluates pre-employment occupational screenings to ensure they are unbiased: 38%
- Provides advance notice to job applicants that reasonable accommodations are provided during the job application process: 39%
- Has a formal (i.e., written, documented) decision-making process for the case-by-case provision of accommodations: 44%
- Has an established grievance procedure to address reasonable accommodation issues: 66%
- Allows an employee to exceed the maximum duration of medical leave as an accommodation: 71%
- Has a designated office or person to address accommodation questions: 74%

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

Most accommodation requests come from workers without disabilities

Number and percent of U.S. workers with (PWD) and without (PWOD) disability requesting accommodation

- **PWODs**: 11844.2 (95%)
- **PWDs**: 642.9 (5%)

Disability Inclusive Employer Policies and Practices Across the Employment Process

Cornell's BenchmarkABILITY is a self-assessment tool for organizations interested in the inclusion of people with disabilities in their workforce. Learn more [https://lnkd.in/dzQwBZi](https://lnkd.in/dzQwBZi)

What is BenchmarkABILITY?

- Recruitment & Hiring
- Metrics & Analytics
- Diversity & Inclusion
- Career Development & Retention
- Accessibility & Accommodation
- Compensation & Benefits

www.BenchmarkABILITY.org


• 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/