



ILR Online
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Disability Inclusion Across the Employment Process:

Measuring the Impact and Outcomes of
Proactive Policies and Practices

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Presenters

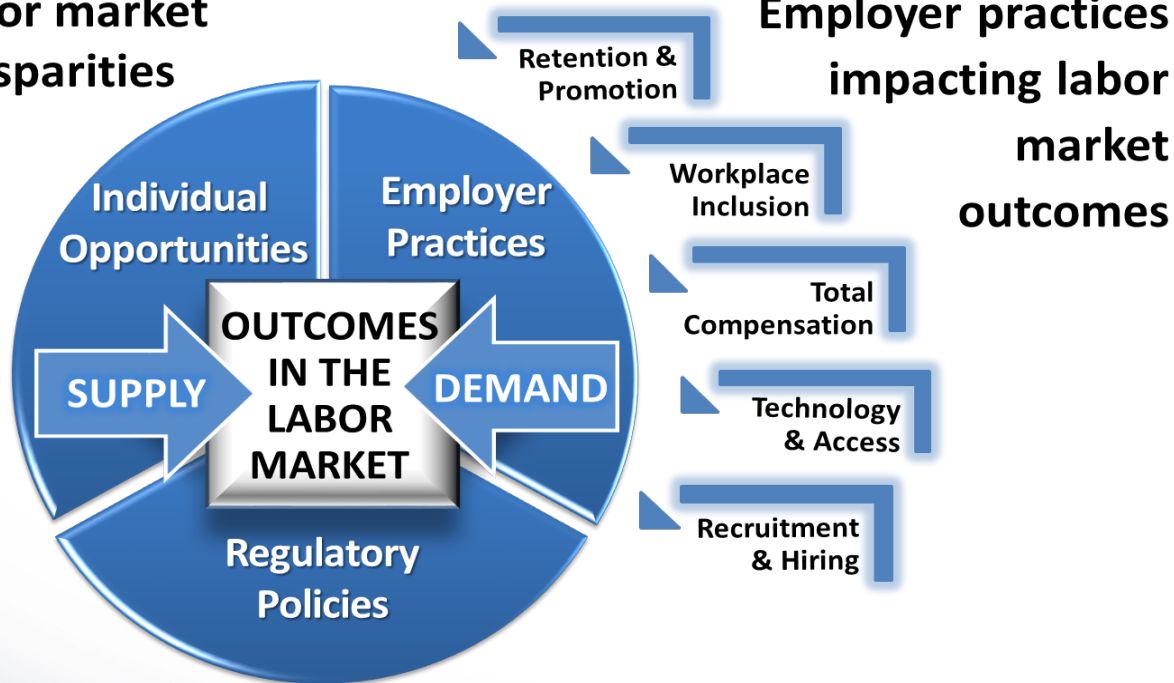
- **Susanne Bruyère**, Director, *K. Lisa Yang and Hock E. Tan* Institute on Employment and Disability, ILR School
- **John Hausknecht**, Associate Professor, Human Resource Studies, ILR School
- **Abby Maldonado**, Diversity Programs Specialist, Pinterest (pre-taped interview)
- **Beth Daly-Torres**,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



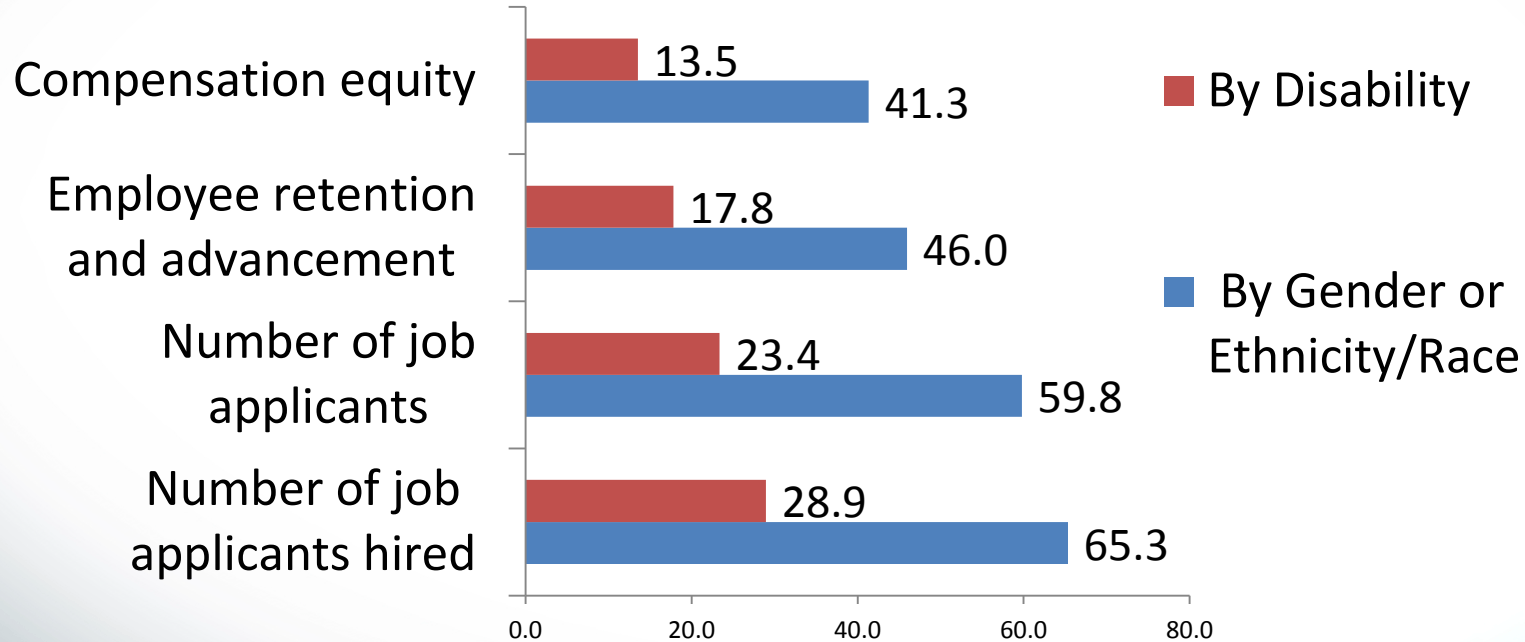
Disability Inclusive Employer Policies and Practices Across the Employment Process





Metrics Tracked By Organizations

Percentage of organizations who tracked each metric



Source: 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. doi:10.1177/0034355213509841



Abby Maldonado, ILR '14, Diversity Programs Specialist, Pinterest (by pre-taped interview)





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 organizations 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.*



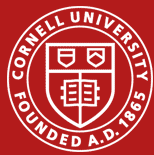
Retention and Advancement Policies and Practices Most Often Rated as “Very Effective”

- 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



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

	Persons <u>with</u> a disability
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.* (N=598)



Beth Daly-Torres

Vice President, Global Diversity

JPMorgan Chase & Co.

(by Skype video real-time from Atlanta)

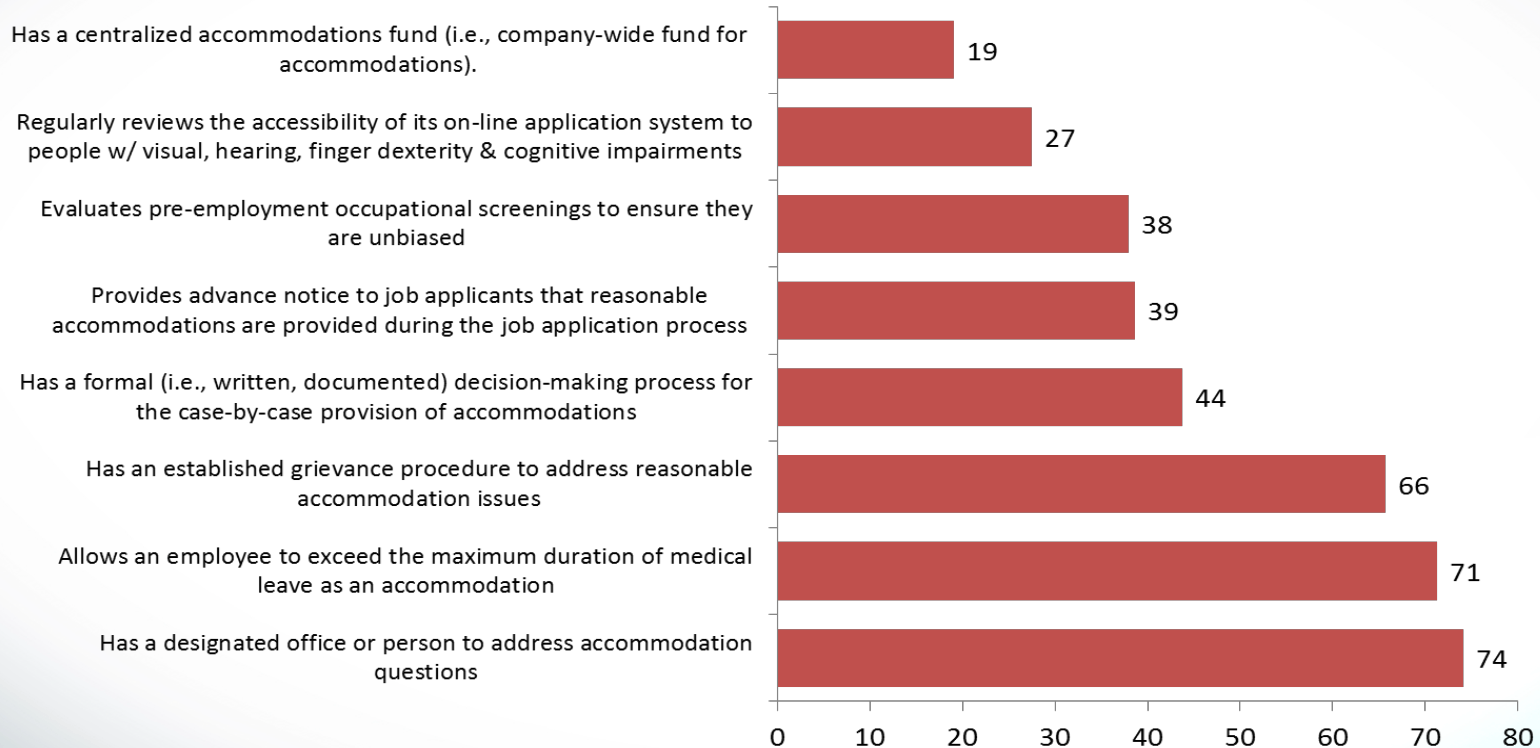
Disability Inclusive Employer Policies and Practices Across the Employment Process





Accessibility and Accommodation

Percentage of organizations which implemented each practice or policy





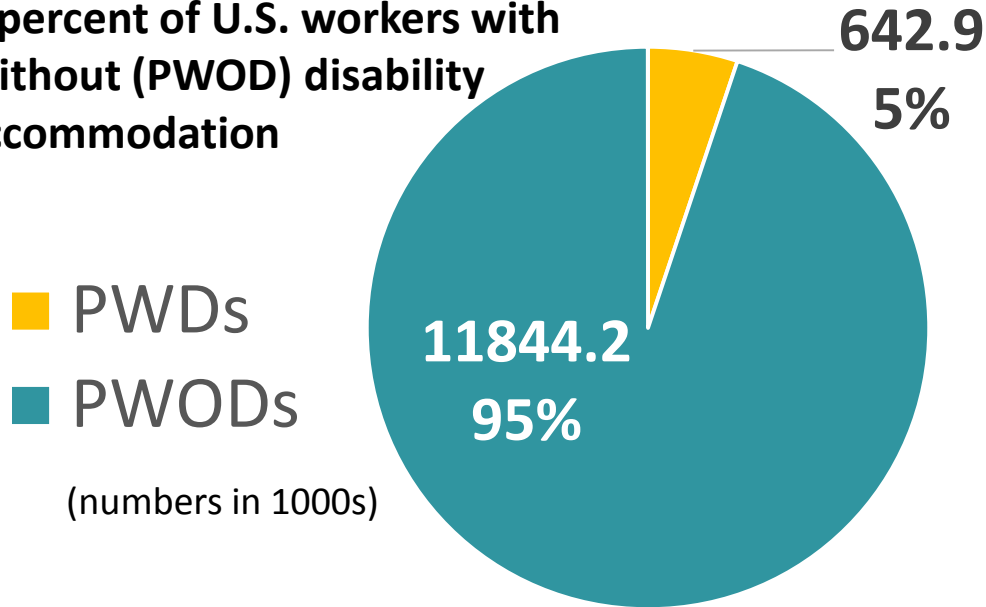
Accommodation Policies and Practices Most Often Rated as “Very Effective”

- 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






Disability Inclusive Employer Policies and Practices Across the Employment Process

ILR school **Cornell University ILR School** shared: Following • 11s

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>

What is BenchmarkABILITY?



The diagram features a central white circle labeled "YOUR ORGANIZATION". Surrounding this circle is a ring composed of eight colored segments, each with an arrow pointing clockwise. The segments are: blue (top), teal, red, purple, green, orange, brown, and light blue. Text labels are placed around the ring: "Recruitment & Hiring" (blue), "Metrics & Analytics" (orange), "Diversity & Inclusion" (green), "Career Development & Retention" (teal), "Accessibility & Accommodation" (red), and "Compensation & Benefits" (purple).

Like • Comment www.BenchmarkABILITY.org



Related Publications

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- 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/eec/>
- Cornell Online Repository of Related Publications
<http://digitalcommons.ilr.cornell.edu/edicollect/>
- Employer Practices RRTC Project
<http://employerpracticesrrtc.org/>