

Employment of People with Disabilities:

Employer Policies and Practices that Promote Non-discrimination

By

Susanne M. Bruyère

Cornell University

ILRU Web Cast

Promoting Independent Living Through Information

Dissemination

May 22, 2002

CORNELL

Presentation Purpose

To provide participants with an opportunity to:

- Understand more clearly the role of the human resource professional in workplace disability nondiscrimination
- Learn about what employers have done to date to comply with the ADA employment provisions
- Identify the remaining barriers to the hiring and advancement of people with disabilities
- Identify ways to address these barriers
- Identify the role of CILS in delivering relevant training, technical assistance, and information dissemination to employers
- Learn of further related resources

About the Study

- This presentation is based on the results of Cornell University research, in collaboration with the Society for Human Resource Management (SHRM)
- Sample was SHRM membership
- Participants were HR professionals
- Conducted by telephone survey from Cornell

About the Study (Continued)

- A response rate of 73%
- A total of 813 participants
- Representative of all sizes of industry
43% from businesses of < 500 employees;
32% from businesses of >2,500 employees

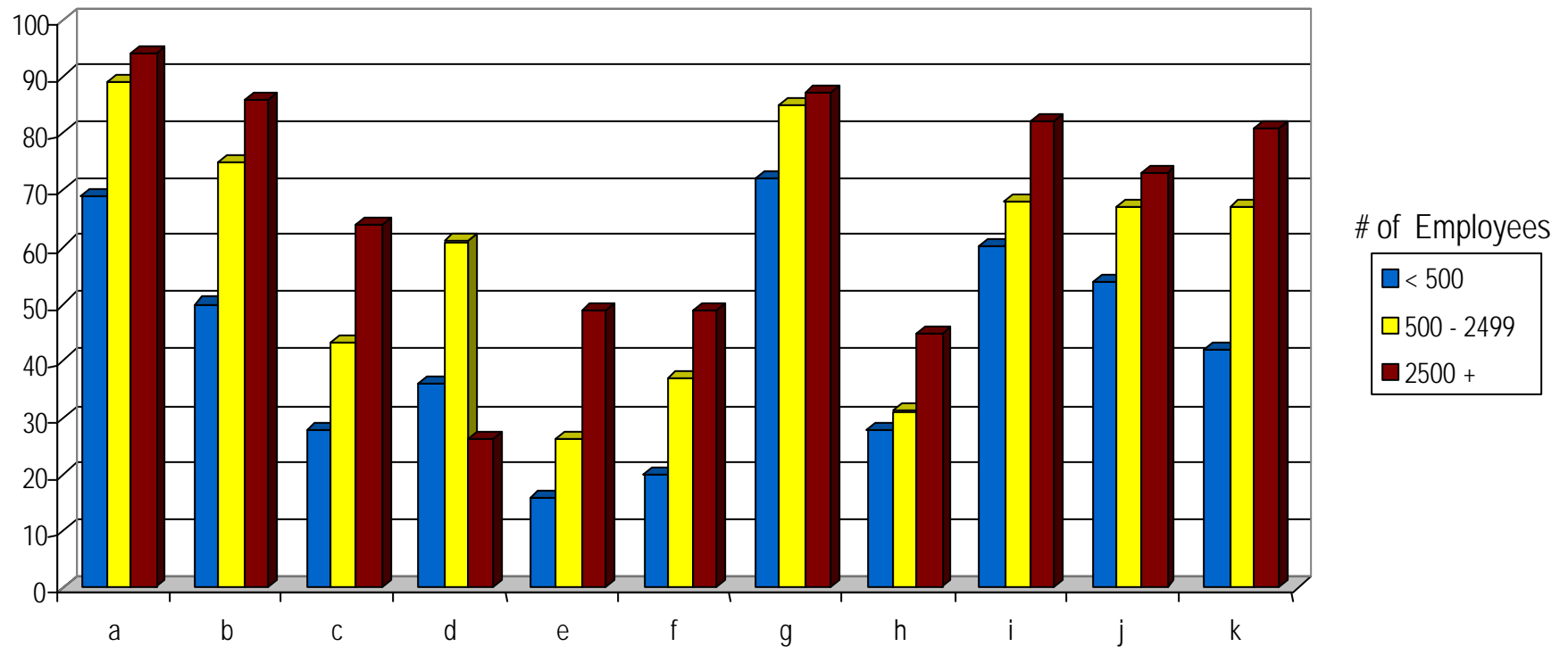
The Role of HR Professionals

- Approximately one HR professional to each 100 employees nationally
- The role of HR professionals touches all parts of the employment process (from recruitment and pre-employment screening, through advancement, and discharge)

The Role of HR Professionals

- HR professionals are often the persons in the organization where personnel issues are most often addressed
- In this survey, respondents indicated that the HR professional either alone (28%) or with another individual (10%) makes the decision about accommodations

Percent Reporting What Their Organization Does to Meet the Needs of Employees with Disabilities by Organization Size



- | | | |
|--|--------------------------------|----------------------------------|
| a. made existing facilities accessible | e. modified training material | i. transportation accommodations |
| b. restructured jobs/work hours | f. provided readers | j. written job instructions |
| c. reassigned to vacant positions | g. flexible HR policy | k. modified work environment |
| d. modified equipment | h. changed supervisory methods | |

* those who do not make the accommodations don't because they have not needed to.
 Note: all statistically significantly different across organization size ($p = .001$)

Employer Response to ADA

- Most commonly reported making changes by:
 - Making facilities accessible
 - Flexibility in HR policies
 - restructuring jobs and work hours

Employer Response to ADA

(continued)

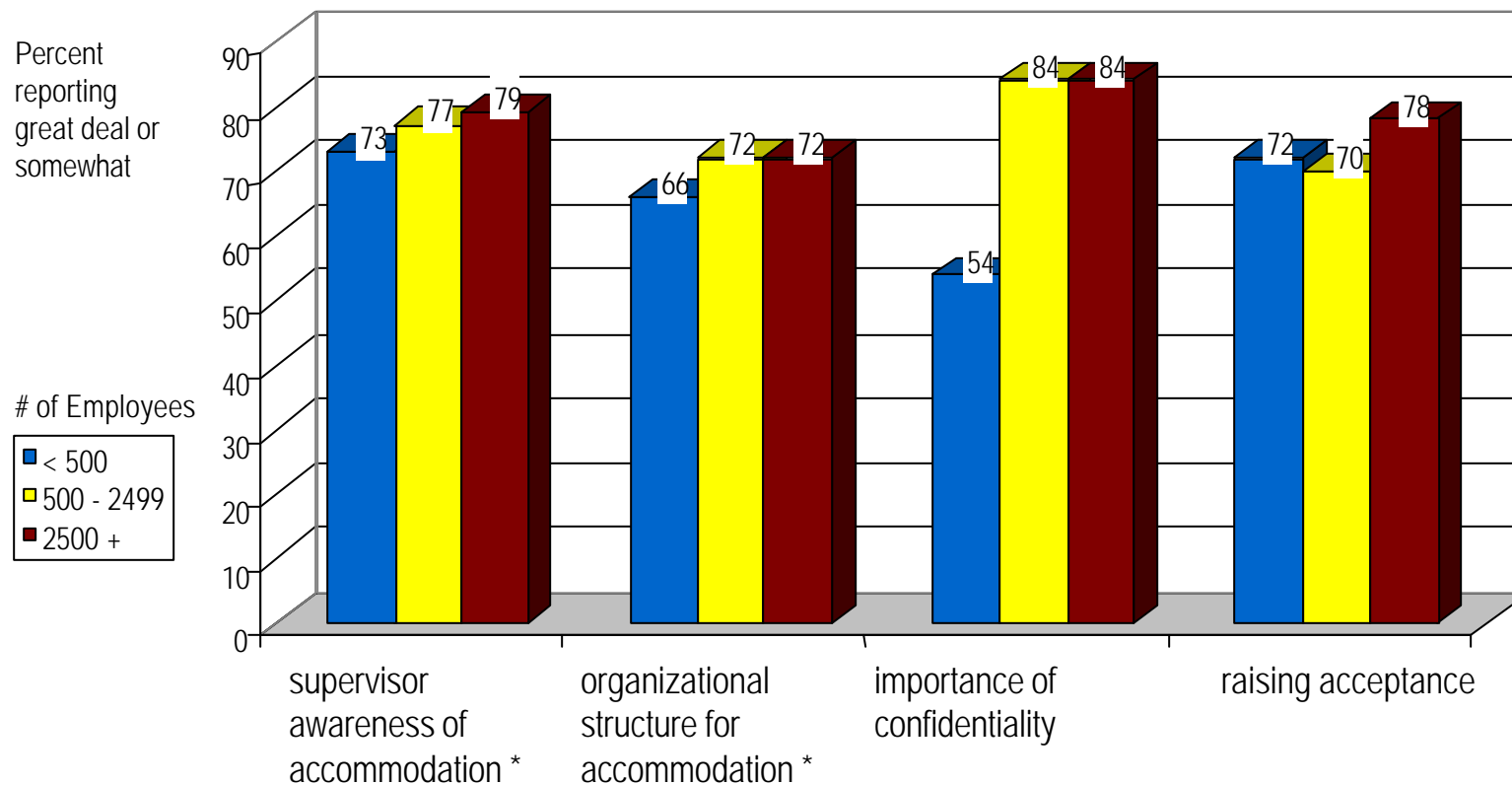
- Other more often made changes:
 - Modifying the work environment
 - Making transportation accommodations
- Least often made changes were:
 - Modifying training materials
 - Changing supervisor methods

Employer Response to ADA

(continued)

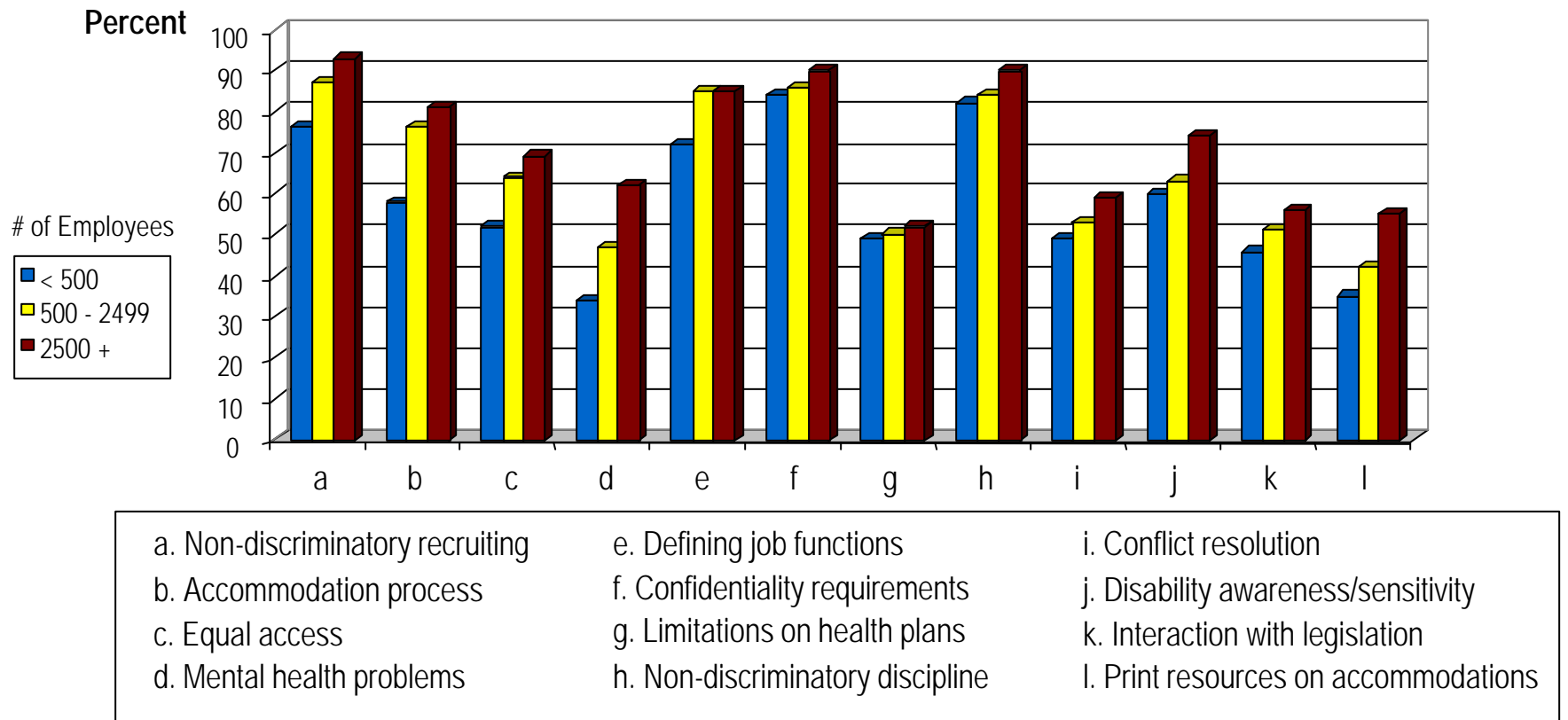
- Organizational structures present for accommodation and disability
 - Use of data collection for future accommodations and reporting requirements
 - Engaging unions, when present
 - Use of disability management to promote accommodation

Percent Reporting a Great Deal or Somewhat of a Contribution due to the Disability Management Program by Organization Size



* statistically significantly different across organization size

Percent Reporting Employees Trained in ADA Topics by Organization Size



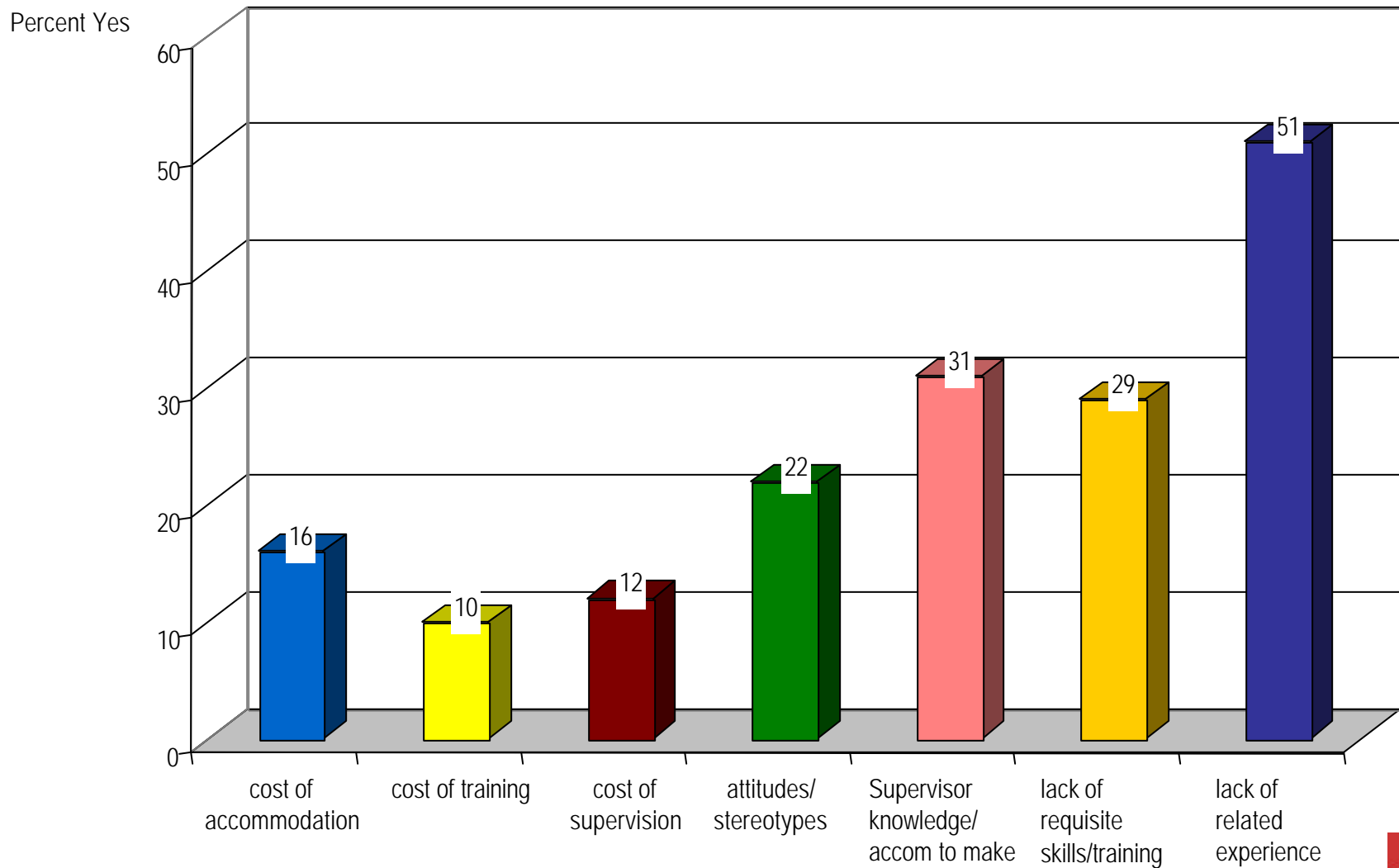
*all statistically significantly different across organization size (p < .05)

Employer Response to ADA

(continued)

- Training conducted
 - Most of the training for HR to date
 - Needs to be targeted to others like supervisors, health and safety
 - Further information on mental health accommodations desired

Percent Reporting Barriers to Employment or Advancement for Persons with Disabilities



S. Bruyère, 5-22-02

* No statistically significant differences in responses by organization size



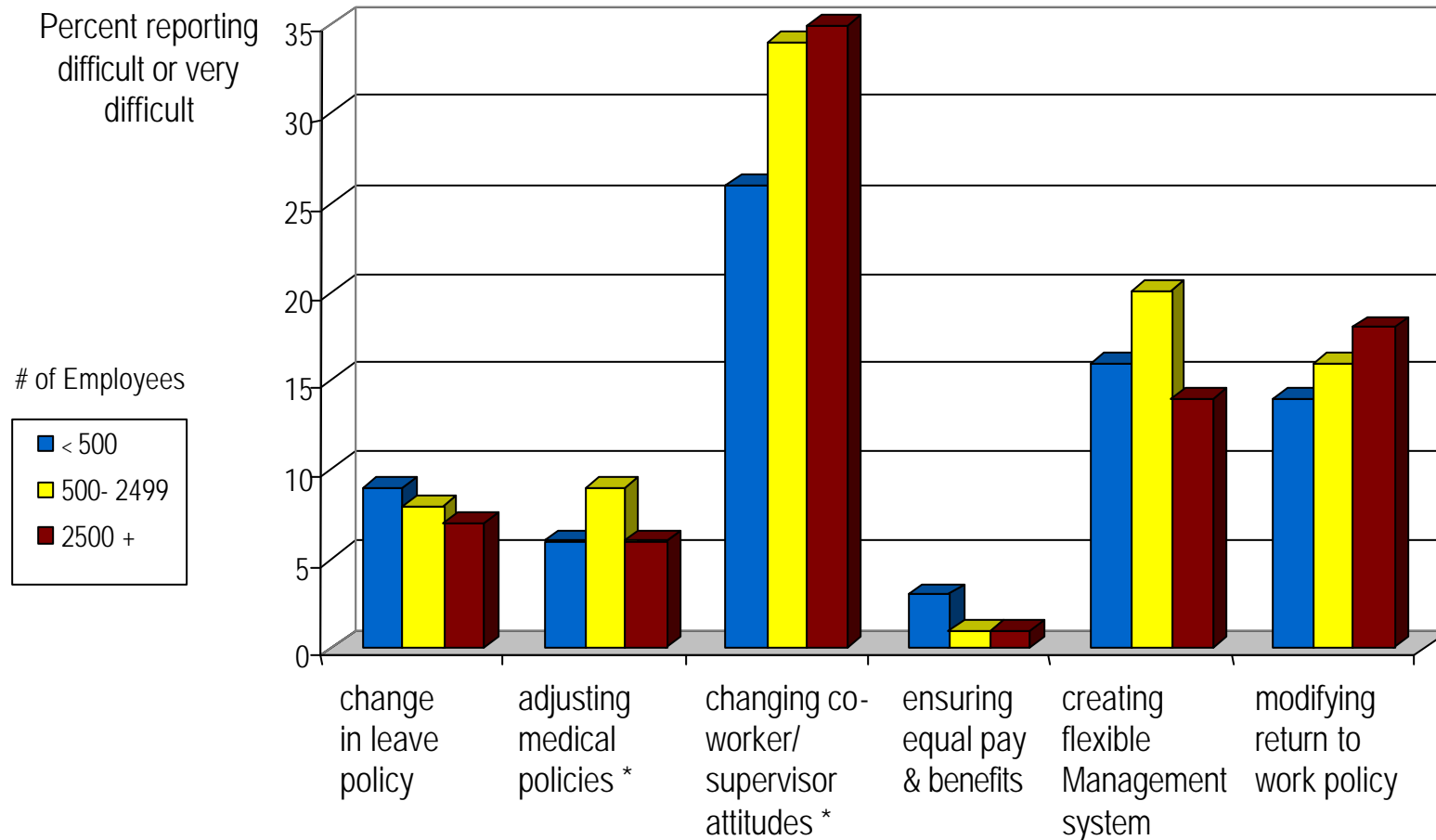
Remaining Barriers

- Seen least often as a remaining barrier:
 - Cost of accommodation, training, or supervision
- Barriers inside the organization identified by HR professionals:
 - Attitudes/stereotypes of supervisors and co-workers
 - Supervisor knowledge of accommodation

Remaining Barriers (continued)

- Barriers perceived in the person:
 - Lack of related work experience
 - Lack of requisite skills/training

Percent Reporting Difficult or Very Difficult to Make Changes to Meet Needs of Employees with Disabilities by Organization Size

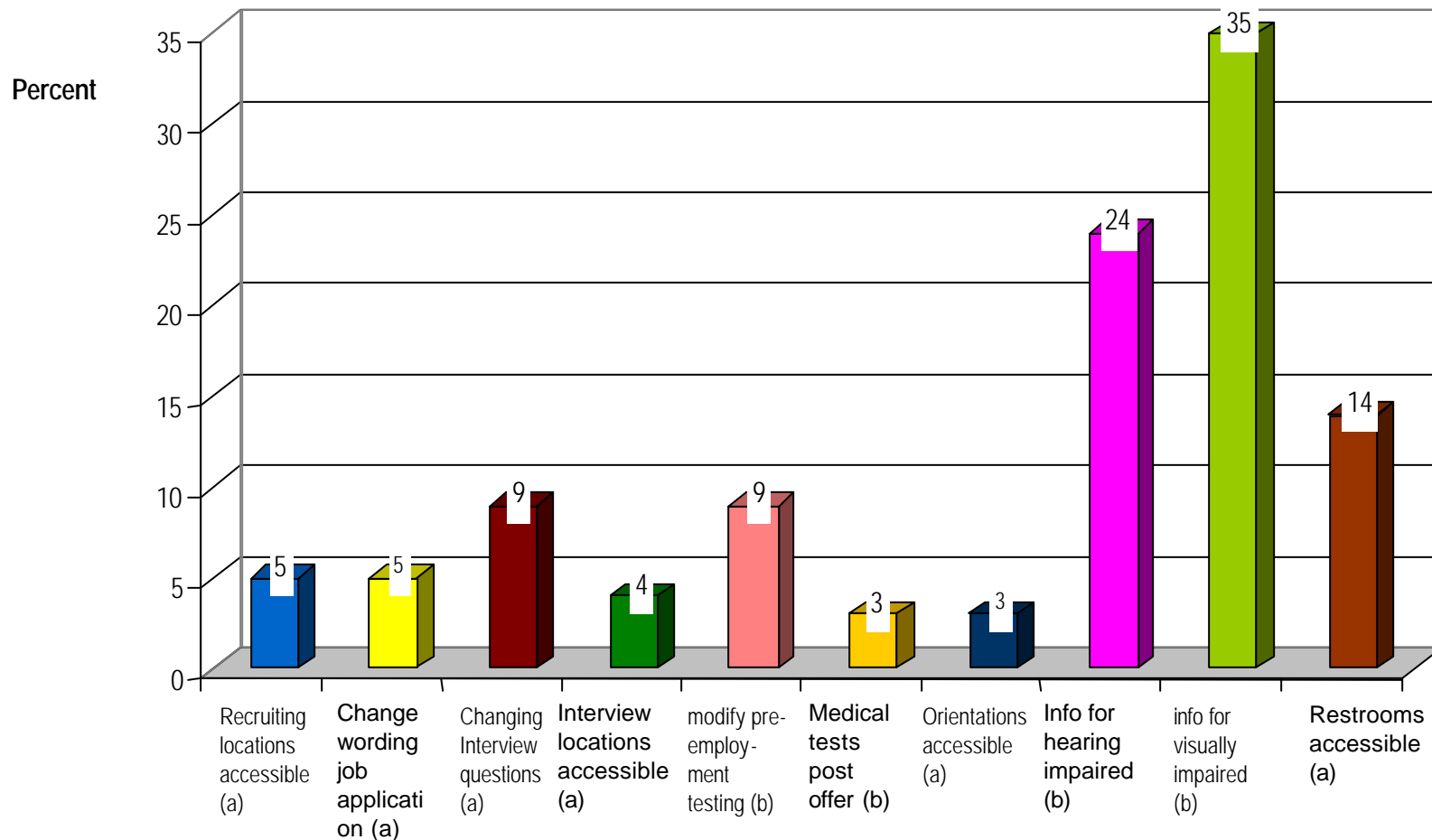


* statistically significant differences by organization size ($p < .1$)

Remaining Barriers (continued)

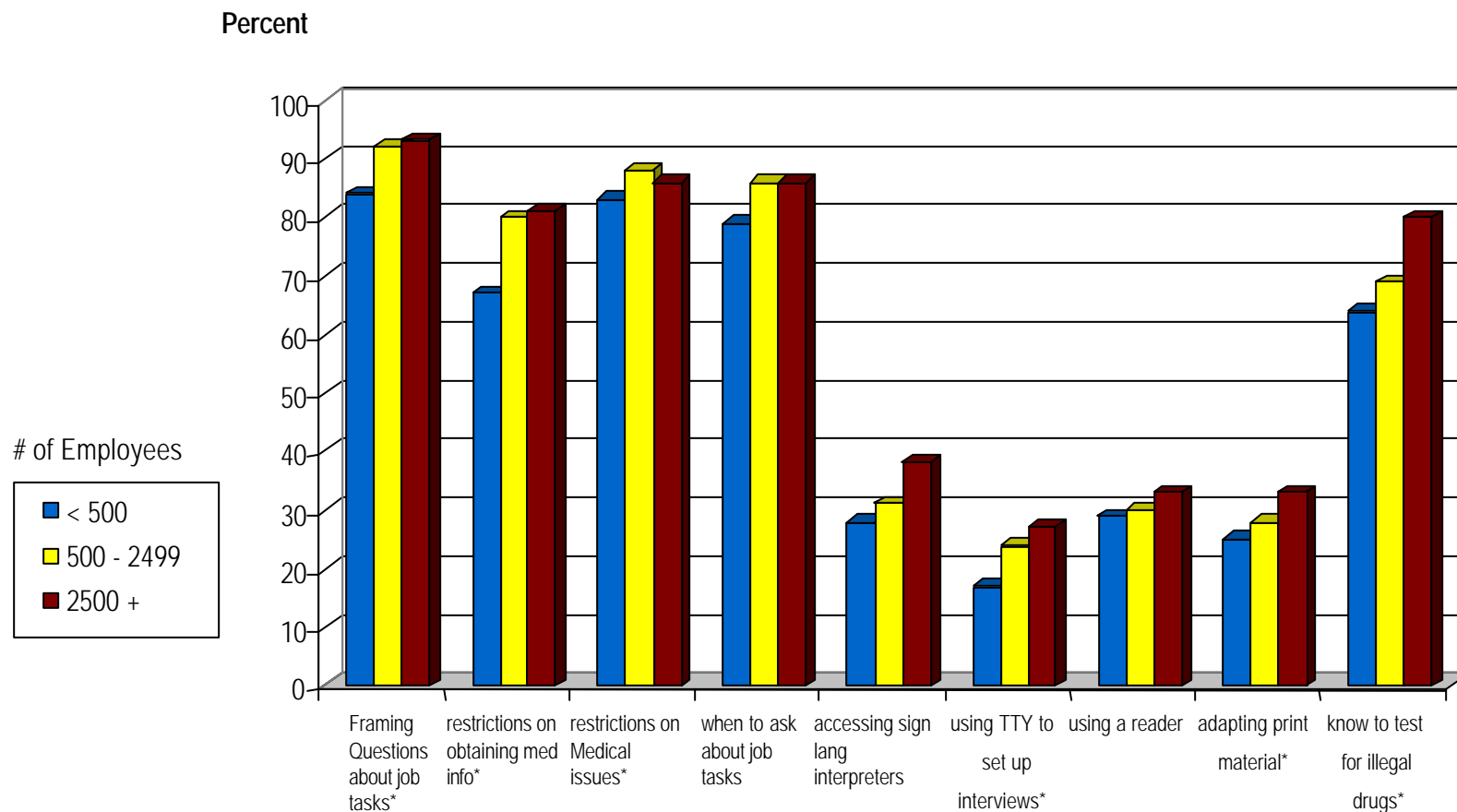
- Most difficult to change to make (yet most often addressed) – changing supervisor and co-worker attitudes
- Also perceived greater difficulty and less familiarity with communication access issues/requests

Chart 5. Percent Reporting Difficult or Very Difficult to Make Changes (of those who made changes)



(a) approximately 20% didn't need to make any of these changes (b) approx. 40% didn't need to make these changes

Percent saying Familiar or Very Familiar with Applicant Interviewing Issues

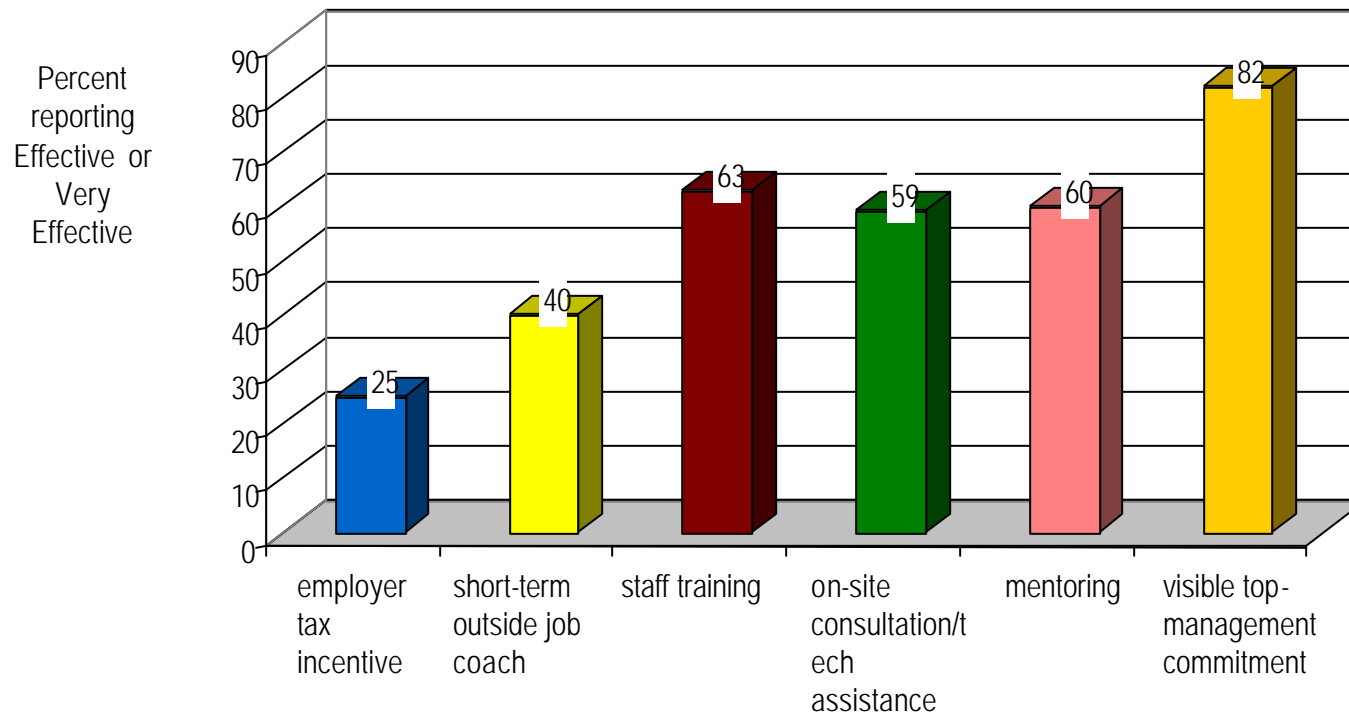


* statistically significant differences across organization size ($p < .1$)

Ways to Address These Barriers

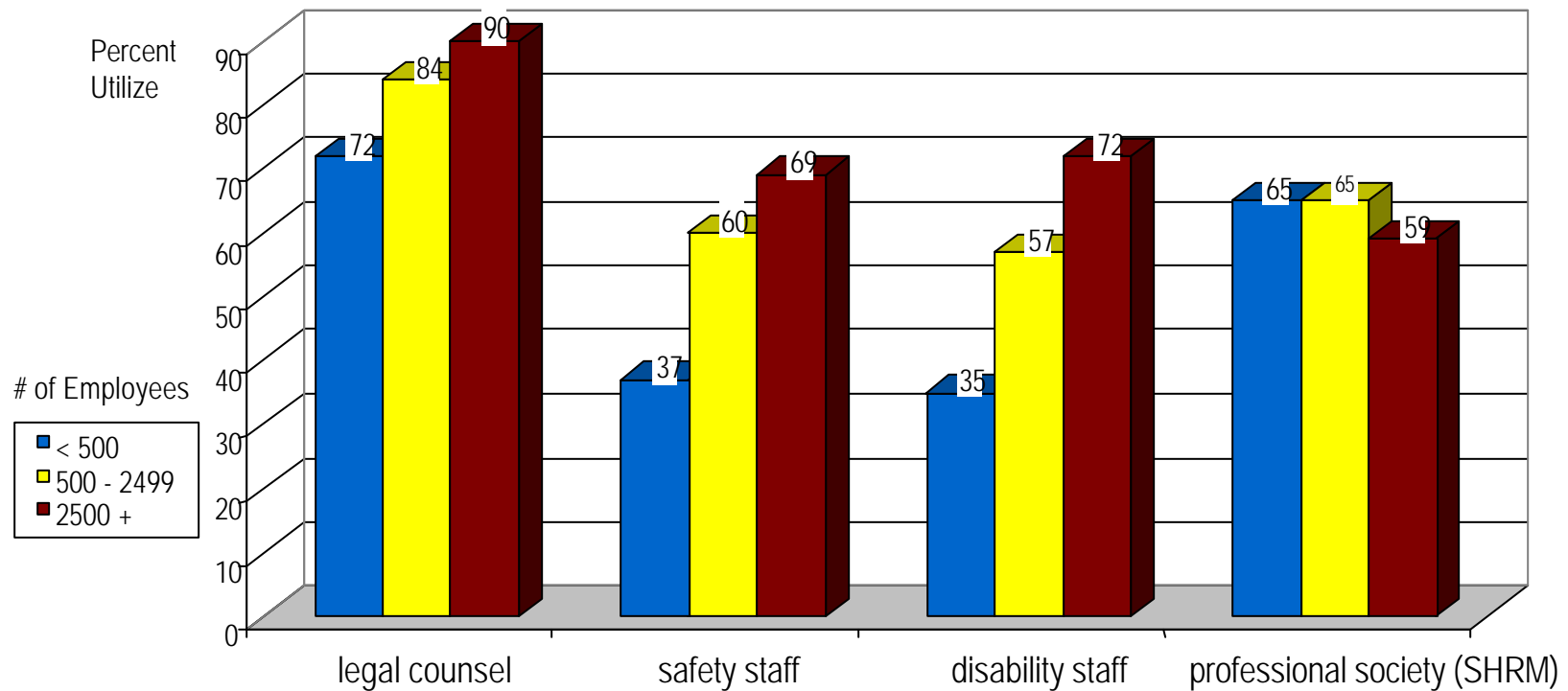
- Top management support imperative
- Staff training, mentoring and onsite consultation/TA also helpful

Percent Reporting Effective & Very Effective Means of Reducing Barriers to Employment for Persons with Disabilities



* no statistically significant differences in responses by organization size

Top Four Resources Organizations Utilize to Help Resolve ADA Issues by Organization Size



Ways to Address These Barriers

(continued)

- Preferred resources and information mode
 - Legal counsel among top two for both
 - Internal – EEO, DM, safety/ergonomics
 - External – State VR Agency
 - CILS and other disability local organizations were not very well known (only 22% reported using them, but when used, 58% found helpful)

Ways to Address These Barriers

(continued)

- Creating an accommodation data collection strategy
- Having an organizational process for accommodation
- Involving the union and its representatives
- Using the disability management process
- Link to local disability organizations that can help with specific accommodations

Ways to Address These Barriers

(Continued)

- Educating supervisors about accommodation
- Addressing attitudinal issues in diversity training
- Becoming aware of organizational and community resources to assist in accommodation
- Include accommodation changes/updates in considerations for organizational change

The Role for CILs

- Get to know HR managers – use as point of organizational contact
- Promote training and consultation services through HR managers and other selected internal resources involved in the accommodation process
- Seek out local SHRM chapters for presentations on related topics

The Role for CILs (Continued)

- Focus on the articulated information needs of employers (accommodations for persons with visual and hearing impairments, mental health disabilities, interaction of the ADA with other employment laws, etc.)
- Encourage training throughout the organization (including supervisors), and collaborate with HR, EAP, occupational safety and health, union reps., and others

Further Resources

ADA Disability and Business Technical Assistance Centers (DBTAC)

1-800-949-4232 (Voice/TTY)

Call to reach the center nearest you.

Web site - www.adata.org/

Cornell University - HR Tips

Program on Employment and Disability

(607) 255-7727 (Voice), (607) 255-2891 (TTY)

(607) 255-2763 (Fax);

ilr-ped@cornell.edu (email)

www.hrtips

Further Resources (Continued)

Equal Employment Opportunity Commission

1801 L Street NW

Washington DC 20507

(800) 669-4000 (voice), 800) 669-6820 (TTY)

<http://www.eeoc.gov>

Job Accommodation Network

1-800-526-7234 (V/TTY)

1-800-ADA-WORK (V/TTY)

<http://www.jan.wvu.edu/links/>

Further Resources (Continued)

Society for Human Resource Management (SHRM)

To order a copy of the full survey report, call the SHRMStore at 1-800-444-5006. The cost is \$39.95 (U.S.) for SHRM members and \$49.95 for non-members (item code 62.17023).

Contact Information

Susanne M. Bruyère, Ph.D., Project Director

RRTC for Economic Research on Employment
Policy for Persons with Disabilities

Cornell University

106 ILR Extension Building

Ithaca, NY 14853-3901

Phone: 607-255-7727

Fax: 607-255-2763

TTY: 607-255-2891

Email: smb23@cornell.edu

Website: www.ilr.cornell.edu/rrtc