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# ***Emprego & Sustentabilidade*** **Sustainability & Job Creation:** **Inclusion of People with Disabilities**

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**Conferencia SUDI 2012**  
**Sustainability and Disability**  
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# **Thank you for your invitation**

## **Obrigada por seu convite**



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## Presentation Overview

- Why focusing on disability is critical globally
- The green economy in the U.S. and Brazil
- How issues of disability, sustainability and indigenous peoples intersect
- Employer practices that facilitate employment of people with disabilities
- The role of enterprise/employers, government, and disability advocacy and indigenous peoples' organizations in global sustainability

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## Cornell University Worldwide



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## Why Disability Focus is Important

- Prevalence rates of people with disabilities
- Continuing economic/educational disparities and discrimination globally
- Business case for hiring pwd
- Impact of workplace culture/supervisors
- Implications for employer practice & policy
- Broader global implications (UNCRPD implementation; worldwide sustainability; link to indigenous peoples)



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## Disability Statistics

- **One in seven** persons has a disability (1 billion people); most people with disabilities live in developing countries
- Data **not systematically available** in many countries
- Employment rates for people with disabilities globally are **below** that of **overall population** (range from 30%-38% to 81-92%)
- Data do **not** capture **informal economy**

*World Report on Disability, 2011, WHO/World Bank*

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## Intersection of Disability and Sustainability

- In many parts of the world, the sustainability economy is growing, and people with disabilities should have equitable employment opportunities
- People with disabilities can be powerful allies in the sustainability movement worldwide
- Many people with disabilities live in developing countries and rural areas, where sustainability issues are prevalent and critical
- Many people with disabilities are also indigenous peoples, living in resource rich areas

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## What is a “Green” Job?

- Jobs in businesses that produce goods or provide services that benefit the environment or conserve natural resources, and/or
- Jobs in which workers’ duties involve making their establishment’s production process more environmentally friendly or use fewer natural resources?

Rutgers University, NTAR Leadership Center, 2011

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## More Than the Environment

- *Green* is more than just environmental issues
- *Sustainability* means doing business in ways that preserve resources for future generations
- Commonly referred to as the triple bottom line (TBL) of economic, environmental, and social benefits

Penney & Friedman, 2010

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## Sustainable Jobs Movement in the U.S.

- Green Jobs Act of 2007
- American Recovery and Reinvestment Act of 2009 (ARRA)
- *Pathways out of Poverty* Grants for disadvantaged populations
- Energy Training Partnership Grants to help dislocated workers

Rutgers University, NTAR Leadership Center, 2011

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## Green Jobs in the U.S. Economy

- In 2007, green products and services comprised 1-2% of the total private business economy
- In 2007, 1.8 - 2.4 million jobs, depending on definition (1.5 - 2.0% of total private sector employment)
- In 2010, there were 3.1 million green goods and services jobs (2.4% of total employment)
- In 2011, 75% of businesses reported using at least one green technology

U.S. Bureau of Labor Statistics (2011, 2012); U.S. Conference of Mayors, 2008; U.S. Department of Commerce, 2010

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## Green Jobs in Brazil

- In 2008, there were 1.4 million green jobs in the Brazilian economy (3.6 percent of total formal jobs).
- 11 percent of job types classified by government have some green aspects
- Up to 12% of people in formal employment already have some green skills they use in their current job

Caruso, 2010

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## Participation of pwd in the labor market is important for:

- Maximizing use of human resources
- Promoting human dignity and social cohesion
- Accommodating the increasing numbers of people with disabilities in the working age population
- Also good for business

*World Report on Disability*, 2011, WHO/World Bank

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## Corporate Business Case Re. Disability

- Increased labor pool to draw from
- Enhanced community image
- Contribute to internal company image
- Increased revenue from the people with disabilities marketplace, as well as family members of pwd (24% of U.S. households)
- Corporate Social Responsibility
- Reduced litigation and costs of fines related to people with disabilities

2011, Cornell University Employment and Disability Institute, The Conference Board, and WFD Consulting, through funding from USDE-NIDRR (H#1338100017)

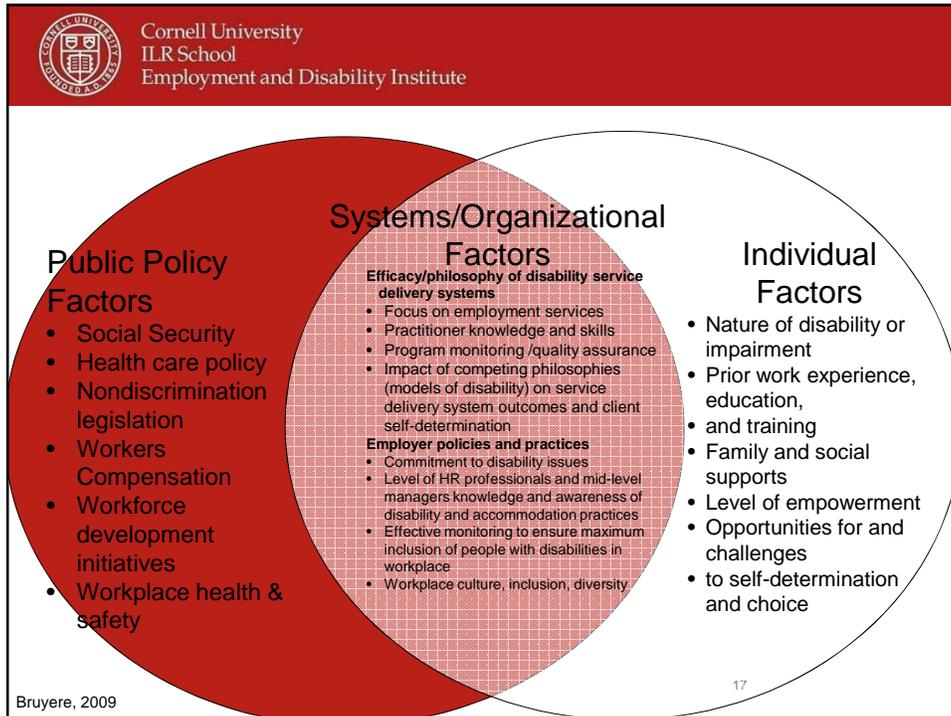


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## Misconceptions about Disability

- Employers **misconceptions about capabilities** -- belief people with disabilities are **less productive**;
- Different impairments elicit **different degrees** of prejudice -- prejudice about **mental health** conditions
- Resulting **low self-expectations** due to misconceptions
- Important to change these misconceptions

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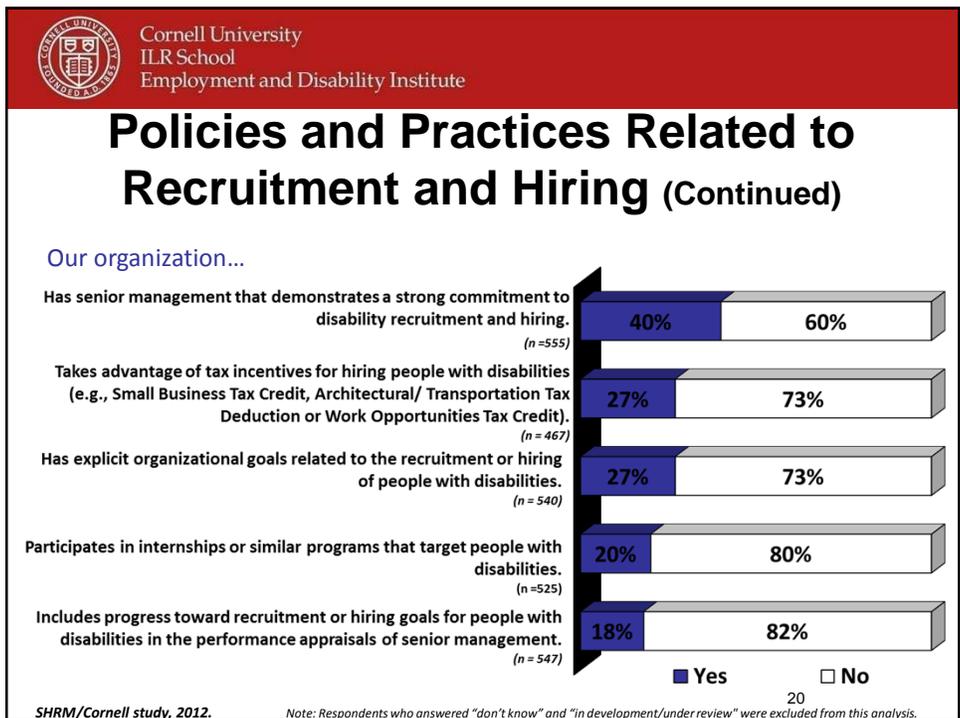
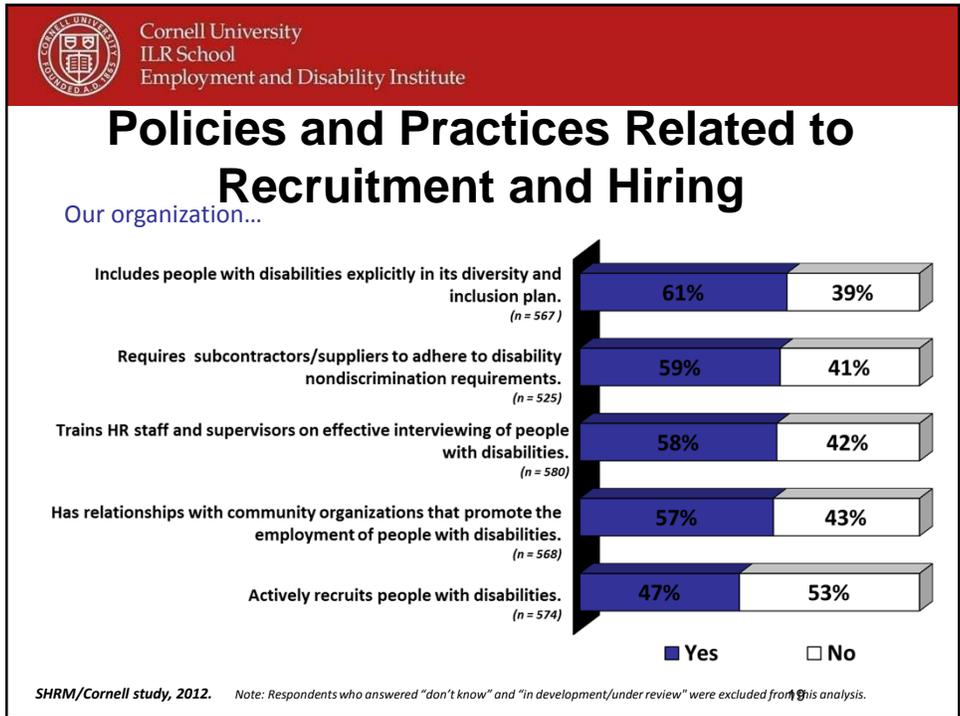


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## Identifying Employer Good Practices

- Cornell efforts to identify effective leading Human Resource (HR) and employer policies/practices:
  - Leading HR practices from HR professionals association (Society for Human Resource Management Member Survey)
  - Disability management best practices for retention (Disability Management Employers Coalition Member Survey)
  - Small business practices (National Federation of Independent Business Member Focus Group)
  - Employer practices executives research working groups
- Employer case studies in private business and federal agency sectors

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## Ways to Increase Recruitment & Hiring

- Infuse disability into diversity initiatives
- Relationships with local community employment service providers/NGOs
- Proactive recruitment from universities/colleges
- Internship programs for high school youth
- Disability awareness training for recruiters
- Corporate social responsibility (CSR) targeted to community disability interests
- Organizational metrics on recruitment and hiring
- Supply chain disability diversity focus

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## Policies and Practices Related to Accessibility and Accommodation

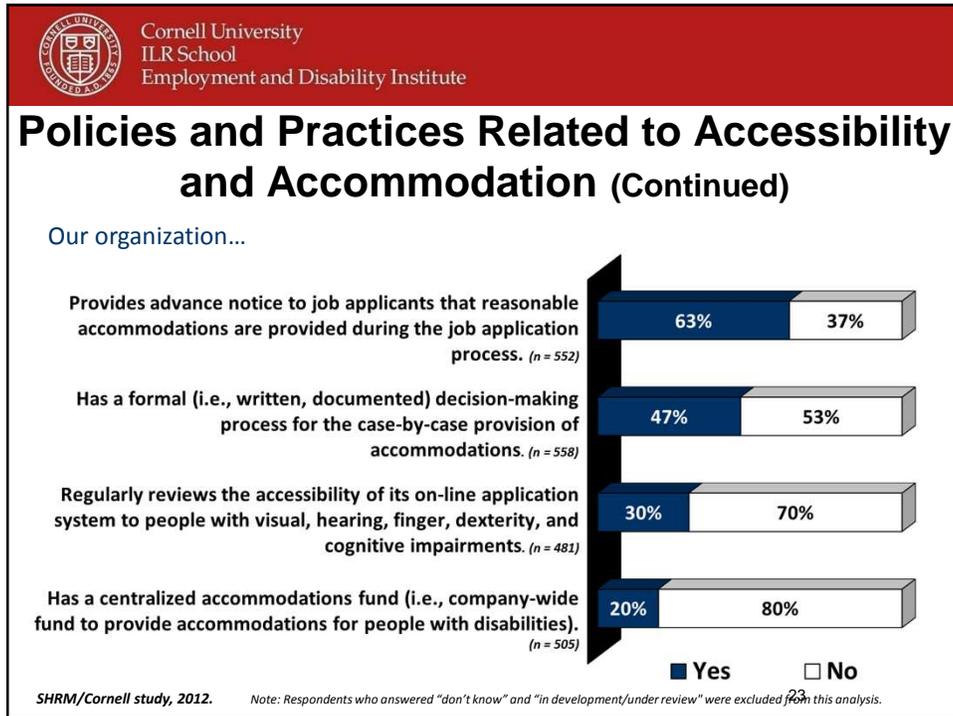
Our organization...



Policy/Practice	Yes (%)	No (%)
Has a designated office or person to address accommodation questions. (n = 613)	75%	25%
Allows an employee to exceed the maximum duration of medical leave as an accommodation. (n = 557)	73%	27%
Requires training for supervisors on legal requirements of disability non-discrimination and accommodation. (n = 585)	73%	27%
Has an established grievance procedure to address reasonable accommodation issues. (n = 582)	68%	32%
Evaluates pre-employment occupational screenings to ensure they are unbiased. (n = 547)	65%	35%

Yes      No

SHRM/Cornell study, 2012.     Note: Respondents who answered "don't know" and "in development/under review" were excluded from this analysis.



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## Increase Retention & Advancement

- Regular & consistent performance management
- Regular re-evaluation of accommodations
- Effective disability case management
- Accessible career opportunities information
- Professional development and training
- Formal and informal mentoring
- Special assignments and project work
- Facilitating group/team project opportunities
- Metrics on retention and advancement

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## Improving Workplace Disability Inclusion

- Benefits of inclusive climates generally
- People with disabilities experience less inclusion
- Their experiences are better in inclusive units
- High quality relationships with their managers

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## Benefits of Inclusive Climates

- Data show members of historically marginalized groups (e.g., women, ethnic minorities, people with disabilities, aging workers) experience less discrimination and overall better work experiences in inclusive units
- The demographic-based differences in experiences of “fit,” perceived fairness, harassment, engagement perceived organizational support that are commonly seen disappear in inclusive units, thereby enabling better group functioning
  - Higher cohesion, better information exchange
  - Less conflict and miscommunication
  - More creative; higher financial performance

Nishii, L., & Bruyère, S. (2009). *Protecting employees with disabilities from discrimination on the job: The role of unit managers*. Paper presented as part of the panel *Workplace policies and practices minimizing disability discrimination: Implications for psychology*, at the 117<sup>th</sup>. Annual Convention of the American Psychological Association, Toronto, Canada.



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## Employees with Disability Experience

- Less “fit” between their skills and demands of the job
- Less empowerment on the job
- Less (perceived) organizational support
- Lower levels of procedural and interactional justice during the accommodation process
- Their work arrangements to be less fair (especially fairness of job responsibilities & access to mentors)
- Lower quality relationships with their managers
- Their units and managers’ behaviors to be less inclusive

*Perhaps therefore:*

- Lower organizational commitment and job satisfaction
- But turnover intentions are not any higher

Nishii, L., & Bruyère, S. (2009). *Protecting employees with disabilities from discrimination on the job: The role of unit managers.* 27  
117<sup>th</sup>. Annual Convention of the American Psychological Association, Toronto, Canada.



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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

Nishii, L., & Bruyère, S. (2009). *Protecting employees with disabilities from discrimination on the job: The role of unit managers.* Paper presented as part of the panel *Workplace policies and practices minimizing disability discrimination: Implications for psychology*, at the 117<sup>th</sup>. Annual Convention of the American Psychological Association, Toronto, Canada. 28



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## Experiences are 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

Nishii, L., & Bruyère, S. (2009). *Protecting employees with disabilities from discrimination on the job: The role of unit managers*. Paper presented as part of the panel *Workplace policies and practices minimizing disability discrimination: Implications for psychology*, at the 117<sup>th</sup>. Annual Convention of the American Psychological Association, Toronto, Canada. 29



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## Addressing Barriers: Working to Change Attitudes

- Presence of disability in workplace itself can **change attitudes** in that workplace
- Employer associations/networks recommend approaches for perception change (**encouraging business to think in terms of fairness, capability, and investment in human capital rather than quotas**)
- Changing employer attitudes **improves chances of promotion/advancement**
- **Increased education about employment legislation** associated with more positive attitudes

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

	Persons <u>with</u> 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

*Emerging Employment Issues for People with Disabilities: Disability Disclosure, Leave as a Reasonable Accommodation, Use of Job Applicant Screeners* by Sarah von Schrader, Valerie Malzer, William Erickson, and Susanne Bruyère. <http://digitalcommons.ilr.cornell.edu/edicollect/1288>

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## Creating an Environment that Encourages Disclosure

Avoid:

Focusing on disability

Treating employees with disabilities differently in relation to:

Interpersonal interactions

Opportunities for advancement

Performance reviews

Hiring/termination

*Emerging Employment Issues for People with Disabilities: Disability Disclosure, Leave as a Reasonable Accommodation, Use of Job Applicant Screeners* by Sarah von Schrader, Valerie Malzer, William Erickson, Susanne Bruyère. <http://digitalcommons.ilr.cornell.edu/edicollect/1288>

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## Role for Employers

- Develop **partnerships** with local employment agencies, schools, training programs, social programs
- **Hire** people with disabilities and **make accommodations**
- Set up **disability management programs** to support return to work after disability onset
- Ensure all **supervisors and HR staff** are familiar with legal requirements regarding accommodation and nondiscrimination
- Strive to become a **model employer** and build employer networks locally, nationally and globally

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## What type of jobs?

- Jobs in existing manufacturing sectors, made sustainable via changes in efficiency (energy, resource, waste and water efficiencies)
- Jobs manufacturing “Green Products” (solar panels, wind turbines, recycled products)
- Jobs enabled through sustainable manufacturing (collection centers, materials recovery, recycling, efficient transportation)



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## Areas of Concern for Job Development

- Green jobs often entry-level; advancement not possible without further training
- Current training initiatives exist independent of job opportunities; graduates do not always have jobs waiting
- Existing green jobs no more likely to be equitable than non-green jobs
- Current green organizations not employing traditionally underrepresented groups at higher rates than non-green firms.

Liu & Keleher, 2009

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## Key Principles for Green and Decent Jobs

- Keep it local: National policy decisions must be complemented by local knowledge and action
- Cross-sectional partnerships: Coalitions of training and community networks have been most effective
- Not just jobs: Including objectives such as poverty reduction and workplace safety from beginning is vital
- Link job training with job creation: Jobs must be available to apply new skills

Institute for Public Policy Research, 2010

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## Including People with Disabilities

- Universal Design Principles must be a part of green job training
- People with disabilities should be explicitly referenced in national green job promotion efforts
- Practices that have been documented to improve employment for people with disabilities should be encouraged for national green job funding
- Need to foster collaboration across service (NGO/DPO, indigenous peoples') agencies and levels of government to reduce duplication of efforts
- National governments should support mapping of newly available green jobs resources and training



## Including People with Disabilities (con't)

- Governments and service providers need help marketing green jobs opportunities to people with disabilities
- Encourage greater use of tax and other employer incentive programs and create new incentives for hiring people with disabilities into the green jobs sector
- Develop green job career pathways and performance measures for national employment and training programs to promote job retention rather than short-term job placements



## Including Indigenous People

- In U.S., indigenous territories historically have been targeted for non-sustainable resource development, resulting in contamination and depletion of water, land, and community health
- U.S. Tribal lands have 14% of total US estimated wind generation capability, and 4.5 times the total solar potential currently being used
- Groups in Southwest (Navajo Green Economy Plan) and Great Lakes (Indigenous People's Green Jobs Coalition) are actively campaigning

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## Role of Entrepreneurship/ Microenterprise

- Many green jobs must be done locally (e.g. improving energy efficiency)
- The Green Movement has emphasis on community and local responsibility
- Must also address concerns about local job losses/ loss of community workforce
- Sustainability focus also requires a new look at the idea of what "economic growth" is/can be

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## Role of Entrepreneurship/ Microenterprise (con't)

- Most studies of microenterprise and entrepreneurship classify activities as “Livelihood” vs. “Growth-oriented”
- “Growth” activities also defined as “viable”
- Most government/financial support given to “growth” enterprises; credit, policy interventions, etc.
- Must also include initiatives that address local worker interests and livelihood concerns

Harvie, 2003

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## Entrepreneurship and Indigenous People

- Defined as the creation, management, and development of new ventures by Indigenous people for the benefit of indigenous people
- Addresses longstanding economic and social deprivation of Indigenous people
- Increasingly seen as the way forward for Indigenous people to achieve more equity in the development of their countries of birth

Dana, 2007

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## Entrepreneurship and Disability

- In much of the world, people with disabilities primarily work in the informal economy
- Self-employment has been promoted as one option to respond to employment rate disparities.
- Self-employment presents options for personalized accommodations not easily found in wage employment.
- However, self employment should not serve as a substitute for overall proper job development



## Role of Government

- Reducing emissions/improving sustainability can create jobs and reduce costs
- Will require a fairly major policy shift, involving much bigger role for the public sector
- Past policy has been to attempt to grow green economy through incentives for investments, creating “enabling environment” for private business
- Places faith in capacity of private sector to lead the drive



## Role for Government (con't)

Preparing the sustainable jobs workforce:

- National skill standards for sustainable manufacturing
- Training for new skills/technologies
- Involving high schools, community colleges, and technical schools

National Council for Advanced Manufacturing, 2008

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## Role for Grass Roots Advocacy Organizations and other NGOs

- Advocate to include people with disabilities in mainstream training opportunities in the sustainable economy
- Work with employers to provide targeted support when mainstream opportunities are unavailable
- Support community-based rehabilitation to develop skills
- When informal economy is predominant, promote micro-enterprises and self-employment
- Support development of networks of people with disabilities to promote self-empowerment
- Engage other workers and unions in disability advocacy

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## What We Can Do Together

- Keep learning from each other, as we are during this conference
- Educate employers globally
- Empower (indigenous) people with disabilities as leaders and advocates
- Infuse disability considerations into mainstream public policy to improve educational and employment opportunities

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## Related Cornell Resources

- Atkinson Center for a Sustainable Future - <http://www.sustainablefuture.cornell.edu/index.php>
- Employment and Disability Institute at Cornell University - [www.ilr.cornell.edu/edi/](http://www.ilr.cornell.edu/edi/)
- Employment and Disability Institute publications online - <http://digitalcommons.ilr.cornell.edu/>
- HR (human resources) Tips – [www.hrtips.org](http://www.hrtips.org)
- National Employer TA Center - [www.askEARN.org](http://www.askEARN.org)
- U.S. Disability Status Report - [www.disabilitystatistics.org](http://www.disabilitystatistics.org)

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## Further Related Resources

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**THANK YOU for this  
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**Time for discussion**

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