



*K. Lisa Yang and Hock E. Tan*  
Institute on Employment and Disability

*K. Lisa Yang and Hock E. Tan*  
Institute on Employment and Disability



## **Sustainability and Disability: A Workplace Perspective**

***Susanne M. Bruyère***, Ph.D., CRC  
(smb23@cornell.edu)

*K. Lisa Yang and Hock E. Tan* Institute on Employment and Disability  
Cornell University ILR School

UNM SUDI Conference, Albuquerque, NM  
March 1, 2017

2



## Presentation Overview

- Intersection of employment, disability, & sustainability
- Disability statistics, to put issues in perspective
- Why looking at the employers' role is important
- Where people perceive employment discrimination
- Employer practices that improve employment outcomes in recruitment, hiring, retention, career advancement and inclusion, and the supervisor's role
- Connection to sustainability and indigenous people
- Needed next steps and relevant stakeholders
- Resources for future reference

3



## 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.

4

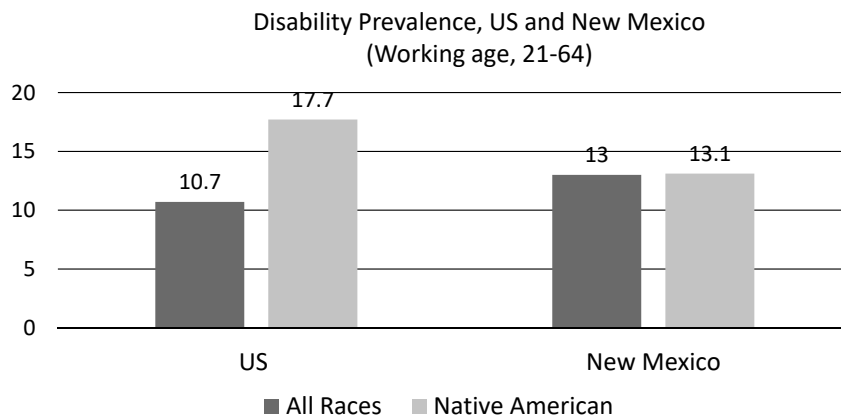


## Disability in the U.S. & New Mexico

- Prevalence rates
- Employment participation rates
- Poverty rates
- Educational attainment rates



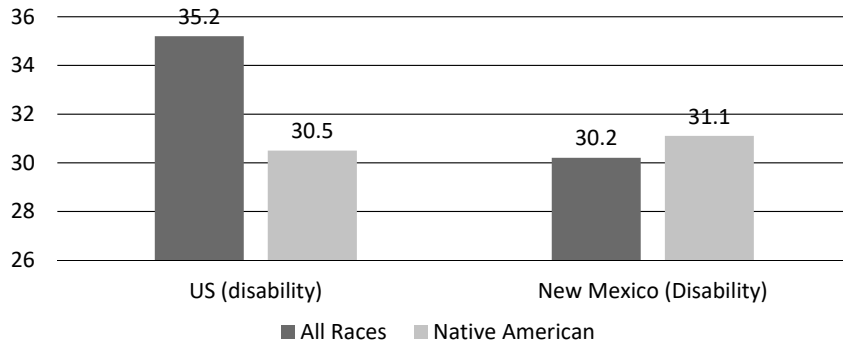
## Disability Prevalence





## Employment Rate

Employment Rate, US and New Mexico  
(Working age, 21-64, with disability)

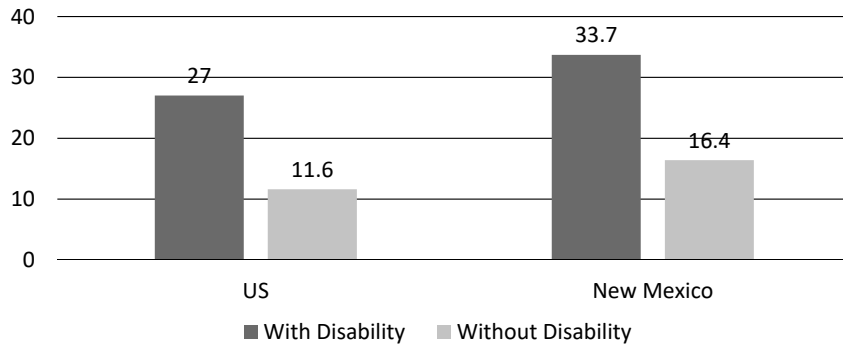


Erickson, W., Lee, C., von Schrader, S. (2017). Disability Statistics from the American Community Survey (ACS). Ithaca, NY: Cornell University Yang-Tan Institute (YTI). Retrieved from Cornell University Disability Statistics website: [www.disabilitystatistics.org](http://www.disabilitystatistics.org)



## Poverty Rate

Poverty Rate, US and New Mexico  
(with and without disability)

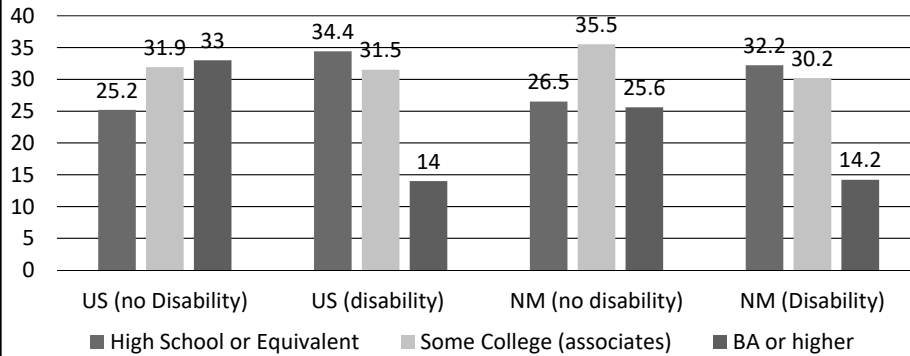


Erickson, W., Lee, C., von Schrader, S. (2017). Disability Statistics from the American Community Survey (ACS). Ithaca, NY: Cornell University Yang-Tan Institute (YTI). Retrieved from Cornell University Disability Statistics website: [www.disabilitystatistics.org](http://www.disabilitystatistics.org)



## Educational Attainment

Educational Attainment, by Disability Status  
US and New Mexico



Erickson, W., Lee, C., von Schrader, S. (2017). Disability Statistics from the American Community Survey (ACS). Ithaca, NY: Cornell University Yang-Tan Institute (YTI). Retrieved from Cornell University Disability Statistics website: [www.disabilitystatistics.org](http://www.disabilitystatistics.org)

9



## Why a Focus on the Workplace?

- Greatest number of jobs available
- Current sector-specific incentives to hire
- Where disability discrimination can occur
- Where often people get stopped at entry point or in advancement, or sustainability
- A place where there is a nexus between employment, disability & sustainability
- Where Native American values can contribute and make a difference

10



## Where/How is Disability Discrimination Occurring?

- Using the U.S. Equal Employment Opportunity Commission Employment Discrimination Charge Data
- Interagency Personnel Act Agreement (IPA)
- Charges across all statutes from 1993 – 2014
- Identify trends in charges; issues and bases; comparison to other forms of discrimination

11



## Most common issues cited on ADA Charges: 2005-2014

Condition	Percent of charges
Discharge	58.2
Reasonable accommodation	30.8
Terms/Conditions	19.9
Harassment	15.4
Discipline	9.7
Other	6.7
Hiring	6.2

Note: a charge can cite one or more issues.

Sarah von Schrader, 2016, Cornell University, Yang-Tan Institute, using USEEOC Charge Data

12



## Most common bases cited on ADA Charges (2005-2014)

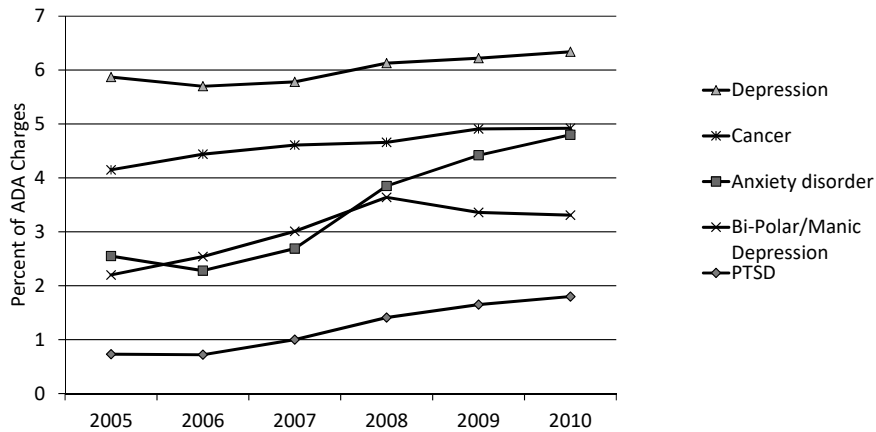
Basis	Percent of charges
Orthopedic/structural back impairment	8.9
Non-paralytic orthopedic impairment	7.3
Depression	6.1
Diabetes	4.5
Other anxiety disorder	4.4
Heart/Cardiovascular	3.5
Cancer	3.2

Sarah von Schrader, 2016, Cornell University, Yang-Tan Institute, using USEEOC Charge Data

13



## Increase in charges cited by those with non-obvious disabilities



Sarah von Schrader, 2015, Cornell University, Yang-Tan Institute, using USEEOC Charge Data

14



## **Employer Policies and Practices Facilitating Disability Inclusion Across the Employment Process**

- Recruitment and hiring
- Accessibility and accommodation
- Retention and career advancement
- Compensation and benefits
- Diversity and inclusion (the role of the manager)
- Metrics and analytics

15



## **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)

16





## Barriers to Employment or Advancement

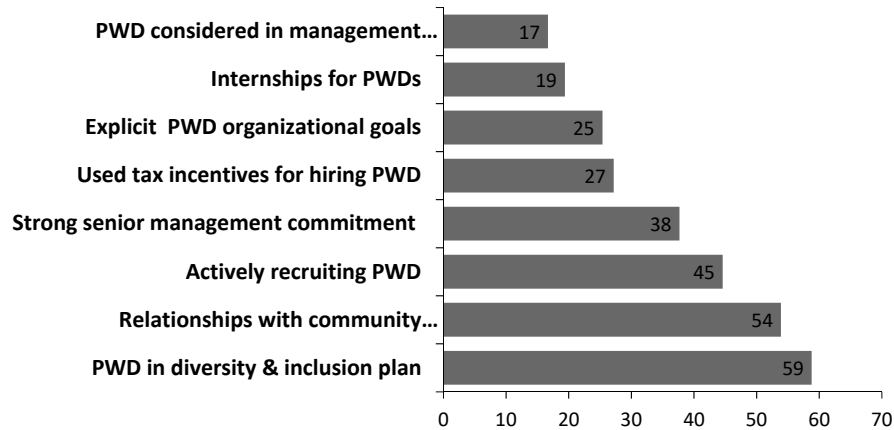


Erickson, W. von Schrader, S. Bruyère, S & VanLooy, S. (2013). The Employment Environment: Employer Perspectives, Policies, and Practices Regarding the Employment of Persons with Disabilities. *Rehabilitation Counseling Bulletin*. doi: 10.1177/0034355213509841



## Recruitment and Hiring

Percentage of organizations which implemented each practice or policy



Erickson, W. von Schrader, S. Bruyère, S & Sara VanLooy, S. (2013) The Employment Environment: Employer Perspectives, Policies, and Practices Regarding the Employment of Persons with Disabilities. *Rehabilitation Counseling Bulletin*. <http://rcb.sagepub.com/content/early/2013/11/14/0034355213509841.full.pdf>



## Do HR policies and practices matter?



19



## 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 orgs: 2.7 times

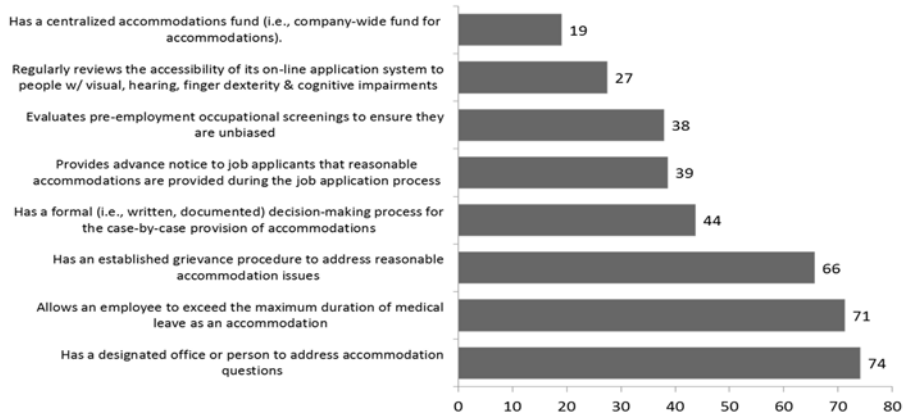
Erickson, W., von Schrader, S., Bruyère, S., VanLooy, S., & Matteson, D. Disability-inclusive employer practices and hiring of individuals with disabilities. *Journal of Rehabilitation Research, Policy and Education*.

20



## Accessibility and Accommodation

Percentage of organizations which implemented each practice or policy



Erickson, W. von Schrader, S. Bruyère, S & Sara VanLooy, S. (2013) The Employment Environment: Employer Perspectives, Policies, and Practices Regarding the Employment of Persons with Disabilities. Rehabilitation Counseling Bulletin  
<http://rcb.sagepub.com/content/early/2013/11/14/0034355213509841.full.pdf>

21



## 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

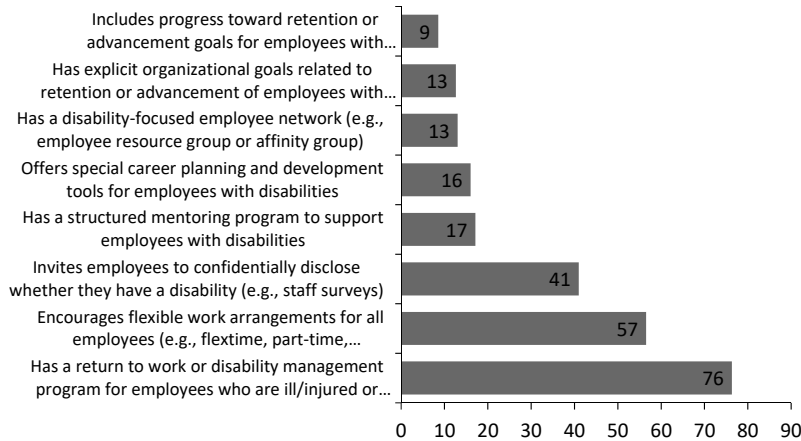
Erickson, W. von Schrader, S. Bruyère, S & Sara VanLooy, S. (2013) The Employment Environment: Employer Perspectives, Policies, and Practices Regarding the Employment of Persons with Disabilities. Rehabilitation Counseling Bulletin  
<http://rcb.sagepub.com/content/early/2013/11/14/0034355213509841.full.pdf>

22



## Retention and Advancement

Percentage of organizations which implemented each practice or policy



Erickson, W. von Schrader, S. Bruyère, S & Sara VanLooy, S. (2013) The Employment Environment: Employer Perspectives, Policies, and Practices Regarding the Employment of Persons with Disabilities. Rehabilitation Counseling Bulletin <http://rcb.sagepub.com/content/early/2013/11/14/0034355213509841.full.pdf>

23



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

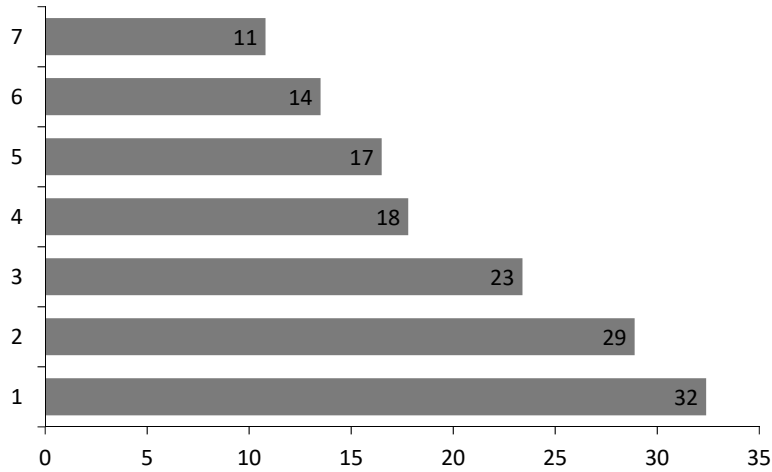
- Having a disability focused employee network
- Having a return to work or disability management program
- Flexible work arrangements for all employees
- Mentoring program to support employees with disabilities

Erickson, W. von Schrader, S. Bruyère, S & Sara VanLooy, S. (2013) The Employment Environment: Employer Perspectives, Policies, and Practices Regarding the Employment of Persons with Disabilities. Rehabilitation Counseling Bulletin <http://rcb.sagepub.com/content/early/2013/11/14/0034355213509841.full.pdf>

24



## % Organizations tracking disability metrics



Erickson, W. von Schrader, S. Bruyère, S. & Sara VanLooy, S. (2013) The Employment Environment: Employer Perspectives, Policies, and Practices Regarding the Employment of Persons with Disabilities. Rehabilitation Counseling Bulletin <http://rcb.sagepub.com/content/early/2013/11/14/0034355213509841.full.pdf>



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

	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

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.*



## “Very important” factors when deciding to NOT disclose a disability to an employer

	Persons <u>with</u> a disability (N=598)
Risk of being fired/not hired	73.0
Employer may focus on disability	62.0
Risk of losing health care	61.5
Fear of limited opportunities	61.1
Supervisor may not be supportive	60.1
Risk being treated differently	57.8
Risk being viewed differently	53.8
No impact on job ability	44.0
Desire for privacy	27.9

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.*

27

Employees with disabilities are

**AT LEAST 60%**  
**MORE LIKELY**  
**TO DISCLOSE**  
THEIR DISABILITY TO THEIR



**SUPERVISOR**

than to



**HR**

28



## Managers' Role is Critical

- Managers are key to the quality of workplace experiences of people with disabilities
- Manager perceptions of organizational motivation for disability inclusion (true inclusion interests rather than legal compliance) positively impacts disability climate
- Disability disclosure most often occurs with the manager or co-workers, rather than with HR; education and training around disability disclosure is vital to foster inclusive workplace culture

Nishii, L., & Bruyère, S. (2014). *Inside the workplace: Case studies of factors influencing engagement of people with disabilities*. Research Brief. Ithaca, NY: Cornell University Employment and Disability Institute.

29



## Perceived Effectiveness of Disability Practices

**Awareness of practices** is critical because managers will only use/implement the practices of which they are aware.

Managers' **perceptions about the effectiveness** of disability practices are positively associated with employees' perceptions of the organization's commitment to disability-related goals.

Employees are **less likely to report experiencing bias or discrimination** based on their disability if the manager(s) they work for are aware of their organization's disability policies and practices and believe that they are effective.

30



## 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



## Experiences 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





## Implications for Business Consultation

- Be knowledgeable about regulations that are influencing employers' interests in disability hiring
- Be aware of specific workplace policies and practices that enhance recruitment, hiring, career advancement, retention, and inclusion outcomes
- Become equipped to talk about issues beyond hiring, such as top leadership diversity commitment, meaningful disability inclusion, and the importance of managers' role in minimizing perceived discrimination, etc.
- Become knowledgeable about ways that companies can measure their disability inclusion progress

33



## Employment, Disability Diversity and Sustainability

- Workplaces thrive when truly embracing diversity and differing abilities.
- Environmental sustainability is more important than ever and companies must embrace and participate.
- Inclusion of individuals who embrace sustainability for people and the environment is very much needed in business today.

34



## Role for Business

- Top leadership commitment to diversity and sustainability
- In economic development initiatives, engage local indigenous communities in the dialogues about resource and land use
- In workforce development initiatives, target Native peoples and persons with disabilities for inclusion in training
- Creative inclusive internships/work experience

35



## Role for Government and Grass Roots Advocacy Organizations

- 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.

36



## Role for Academia

- Conduct research to document the business benefits of sustainability and diversity.
- Embed diversity and sustainability in all disciplines and areas of instruction.
- Be present at the discourse in public policy formulation at local, national, global levels.
- Model the values that we preach – inclusive education & sustainability across campuses.

37



## Related Resources

- Bruyère, S. & Filiberto, D. (2013). The green economy and job creation: Inclusion of people with disabilities. *International Journal of Green Economics*, 7(3), 257-275. doi: 10.1504/IJGE.2013.058151
- Cheyfitz, E. (2009). Balancing the Earth: Native American philosophies and the environmental crisis. *Arizona Quarterly*, 65(3).
- Cheyfitz, E. (2017). *The disinformation age: The collapse of liberal democracy in the United States*. New York, NY: Routledge (an imprint of Taylor & Francis Group). Retrieved from [https://online.vitalsource.com/#/books/9781351839075/cfi/6/10\[vnd.vst.idref=copyright\]](https://online.vitalsource.com/#/books/9781351839075/cfi/6/10[vnd.vst.idref=copyright])
- Davis, J. D., Erickson, J. S., Johnson, S. R., Wolf, P. R., & Santiago, R. L. (2002). *Air Pem: Work Group on American Indian Research and Program Evaluation Methodology: Symposium on Research and Evaluation Methodology: Lifespan Issues Related to American Indians/Alaska Natives with Disabilities: April 26-7, 2002: Washington, DC*. Washington D.C.
- Fatheuer, T. (2011). Buen vivir. *Publication Series on Ecology*, 17.
- Marshall, C. A., & Bruyère, S. M. (1996). *An Examination of the Vocational Rehabilitation Needs of American Indians with Behavioral Health Diagnoses in New York State*. Flagstaff, AZ. Retrieved from <https://eric.ed.gov/?id=ED409154>
- Sanderson, P. L., & Clay, J. A. (1999). *Strategies on Successful Independent Living Services for American Indians with Disabilities: A Research-Dissemination Final Report*.
- Sanderson, P., & Gahungu, A. (1999). *Vocational Rehabilitation of American Indians With Alcohol Disorders: Research Dissemination on Workshop Proceedings: Nov 19, 1997: Phoenix Arizona*. Flagstaff, AZ.
- Sanderson, P. L., & Clay, J. A. (1999). *Strategies on Successful Independent Living Services for American Indians with Disabilities: A Research-Dissemination Final Report*.
- The Harvard Project on American Indian Economic Development. (2007). *The state of Native Nations: Conditions under U.S. policies of self-determination*.
- Tisdale, E., & Thomason, T. C. (1999). *Counseling American Indians: An Annotated Bibliography*.

38



## www.BenchmarkABILITY.org

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?

Recruitment & Hiring

Metrics & Analytics

Diversity & Inclusion

YOUR ORGANIZATION

Career Development & Retention

Accessibility & Accommodation

Compensation & Benefits

Like • Comment

39



## Related Publications

- Barrington, L., Bruyère, S., & Waelder, M. (2014). Employer practices in improving employment outcomes for people with disabilities: A trans-disciplinary and employer-inclusive research approach. *Journal of Rehabilitation Research, Policy and Education*, 28(4), 208-224. Retrieved from <http://www.ingentaconnect.com/content/springer/rrpe/2014/00000028/00000004/art00002>
- Bruyère, S. M. (Ed.). (2016). *Disability and employer practices: Research across the disciplines*. Ithaca, NY: Cornell University Press.
- Bruyère, S. M. (2014). Introduction. *Rehabilitation Research, Policy, and Education*, 28(4), 206-207. Retrieved from <http://www.ingentaconnect.com/content/springer/rrpe/2014/00000028/00000004>
- Coduti, W. A., Tugman, K., Bruyère, S. M., & Malzer, V. (2015). Aging workers: Work environment as a factor in employee mental health. *International Journal of Disability Management*, 10, e4. <http://doi.org/10.1017/idm.2015.4>
- 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. <http://doi.org/10.1177/0034355213509841>
- Erickson, W. A., von Schrader, S., Bruyère, S. M., VanLooy, S. A., & Matteson, D. S. (2014). Disability-inclusive employer practices and hiring of individuals with disabilities. *Rehabilitation Research, Policy, and Education*, 28(4), 309-328. <http://doi.org/10.1891/2168-6653.28.4.309>
- Erickson, W., von Schrader, S., Bruyère, S., VanLooy, S., & Matteson, D. (2014). Disability-inclusive employer practices and hiring of individuals with disabilities. *Journal of Rehabilitation Research, Policy and Education*, 28(4), 309-328. Retrieved from <http://www.ingentaconnect.com/content/springer/rrpe/2014/00000028/00000004/art00007>
- Hallock, K., Jin, X., & Barrington, L. (2014). Estimating pay gaps for workers with disabilities: Implications from broadening definitions and data sets. *Journal of Rehabilitation Research, Policy and Education*, 28(4), 264-290. <http://www.ingentaconnect.com/content/springer/rrpe/2014/00000028/00000004/art00005>
- Karpur, A. (2015). *The relationship between employer-paid health insurance and job-change among people with disabilities*. SSRN. Retrieved from [http://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=2701826](http://papers.ssrn.com/sol3/papers.cfm?abstract_id=2701826)
- Karpur, A., & Bruyère, S. M. (2012). Health care expenditure among people with disabilities: Potential role of workplace health promotion and implications for rehabilitation counseling. *Rehabilitation Counseling Bulletin*, 56(1), 7-22. <http://doi.org/10.1177/0034355212439756>

40



## Related Publications (Continued)

- Karpur, A., VanLooy, S., & Bruyère, S. (2014). Employer practices for employment of people with disabilities: A literature scoping review. *Journal of Rehabilitation Research, Policy and Education*, 28(4), 225-241. Retrieved from <http://www.ingentaconnect.com/content/springer/rppe/2014/00000028/00000004/art00003>
- Linkow, P., Barrington, L., Bruyère, S. M., Figueroa, I., & Wright, M. (2013). *Leveling the playing field: Attracting, engaging, and advancing people with disabilities* (Research Report No. R-1510-12-RR). New York, NY. Retrieved from <http://digitalcommons.ilr.cornell.edu/edicollect/1292/>
- Nazarov, Z., & von Schrader, S. (2014). Comparison of employer factors in disability and other employment discrimination charges. *Journal of Rehabilitation Research, Policy and Education*, 28(4), 291-308. Retrieved from <http://www.ingentaconnect.com/content/springer/rppe/2014/00000028/00000004/art00006>
- Nazarov, Z., Erickson, W., & Bruyère, S. (2014). Rehabilitation related research on disability and employer practices using individual-based national and administrative data Sets. *Journal of Rehabilitation Research, Policy and Education*, 28(4), 242-263. Retrieved from <http://www.ingentaconnect.com/content/springer/rppe/2014/00000028/00000004/art00004>
- Nishii, L., & Bruyère, S. M. (2014). *Research brief: Inside the workplace: Case studies of factors influencing engagement of people with disabilities*. Ithaca, NY: Employment and Disability Institute. Retrieved from <http://digitalcommons.ilr.cornell.edu/edicollect/1351/>
- von Schrader, S., & Nazarov, Z. E. (2014). Employer characteristics associated with discrimination charges under the Americans with Disabilities Act. *Journal of Disability Policy Studies*. <http://doi.org/10.1177/1044207314533385>
- von Schrader, S., Bruyère, S. M., Malzer, V., & Erickson, W. A. (2013). *Absence and disability management practices for an aging workforce*. Ithaca, NY. Retrieved from <http://digitalcommons.ilr.cornell.edu/edicollect/1320/>
- von Schrader, S., Malzer, V., & Bruyère, S. M. (2014). Perspectives on disability disclosure: The importance of employer practices and workplace climate. *Employee Responsibilities and Rights Journal*, 26, 237-255. <http://doi.org/10.1007/s10672-013-9227-9>
- von Schrader, S., Xu, X., & Bruyère, S. (2014). Accommodation requests: Who is asking for what? *Journal of Rehabilitation Research, Policy and Education*, 28(4), 329-344. Retrieved from <http://www.ingentaconnect.com/content/springer/rppe/2014/00000028/00000004/art00008>



## Cornell Related Online Resources

- BenchmarkABILITY Online Tool for Companies  
[www.benchmarkABILITY.org](http://www.benchmarkABILITY.org)
- Employer Practices Disability and Compensation Catalog  
<http://www.disabilitystatistics.org/eprtc/codebook.cfm>
- Disability Statistics Online Tool [www.disabilitystatistics.org](http://www.disabilitystatistics.org)
- US EEOC Disability Charge Tabulations Online Tool  
<http://www.disabilitystatistics.org/eoc/>
- Cornell Online Repository of Related Publications  
<http://digitalcommons.ilr.cornell.edu/edicollect/>
- Employer Practices RRTC Project  
<http://employerpracticesrrtc.org/>