Cornell University
ILR School
Employment and Disability Institute

Innovative Research on Employment Practices: Improving Employment for People with Disabilities

Interagency Committee on Employment

December 6, 2013

Research conducted under The Rehabilitation Research and Training Center on Employer Practices Related to Employment Outcomes Among Individuals with Disabilities at Cornell University funded by the U.S. Department of Education, National Institute on Disability and Rehabilitation Research (Grant No. H133B040013). The contents of this presentation do not necessarily represent the policy of the Department of Education, and you should not assume endorsement by the Federal Government (Edgar, 75.620 (b)).

Employer Practices RRTC Team

- Linda Barrington
- Susanne Bruyère, Project Director
- William Erickson
- Thomas Golden
- Kevin Hallock
- Xin Jin
- Arun Karpur
- Zafar Nazarov
- Lisa Nishii
- Ellice Switzer
- Sara Van Looy
- Sarah von Schrader
- Margaret Waelder
- Judy Young

Employer Practices RRTC Objectives

- Create **new knowledge** about employer practices associated with desired employment outcomes for people with disabilities;
- Focus on **employer practices** related to employer success in hiring, retention, and promotion of individuals with disabilities; and
- Promote utilization of research findings within workplace practices by **involving and bridging between employers and academics**.

Collaborating Partners

- **Cornell University/Academic:**
  - Employment and Disability Institute (EDI)
  - U.S. DOL-ODEP National Employer Technical Assistance, Policy, and Research Center
  - Institute for Compensation Studies (ICS)
  - Survey Research Institute (SRI)
- **Employer Organizations:**
  - The Conference Board (TCB)
  - Society for Human Resource Management (SHRM)
  - Disability Management Employer Coalition (DMEC)
  - Center for Advanced Human Resource Studies (CAHRS) at Cornell

Six Areas of Research

- **R.1:** Review of Literature to Identify New Information and Gaps
- **R.2:** National Survey and Administrative Data Set Review for Employer Variables
- **R.3:** New analyses of existing national survey and administrative databases
- **R.4:** Creation of new data to identify leading HR/Employer Policy/Practices
- **R.5:** Employer Case Studies
- **R.6:** Web/Online Employer Practices Benchmarking Tool

Multi-Disciplinary Perspective

- Economics
- Educational Measurement and Statistics
- Human Resource Studies
- Industrial and Organizational Psychology
- Public Policy
- Public Health
- Rehabilitation Psychology
- Vocational Rehabilitation Counseling

Research Questions (1)

- What literature is available on evidence-based practices?
- What information on the employment and compensation situation exists in available datasets; how might these data be cross-linked and tested for robustness?
- What are the characteristics of employers associated with more charges of employment discrimination under the ADA?
- How large is the total compensation gap (e.g., including benefits and pensions)between employees with disabilities and employees without? What is the mix of total compensation for PWD?
- What is the relationship between the availability of employer-based health insurance and job mobility for workers with disabilities?

Research Questions (2)

- What are the characteristics of jobs held by PWD?
- How prevalent and effective are specific employer practices related to recruitment, hiring, and advancement of PWD? How do these differ by employer characteristic?
- What practices enhance retention of older workers (pwd)? Which have been most adopted?
- What can we learn from employer and industry groups about leading practices and the challenges associated with the retention, engagement, and advancement of employees with disabilities?
- What characteristics of managers enhance outcomes for PWD? What obstacles still stand in the way of implementation of proactive disability practices? How do these vary by private vs. public employer?

R.1: Review of Literature to Identify New Information and Gaps

(S. VanLooy, S. Bruyère , A. Karpur)

- Mendeley database of 867 articles from 1990 – 2011 categories - Research, legal analysis, practice recommendations, and others.
- Scoping review underway to determine --
  - What is the extent of evidence across different areas of employer practices related to employment of people with disabilities?
  - What are specific research approaches utilized in the existing employer practices literature?
  - Which stakeholders in the employment process are targeted in the existing employer practices literature?

Findings to Date

- Most research has focused on accommodations (62%), and organizational culture (55%)
- Employment process most studied: hiring (53%)
- Employment process least studied: Discipline/dispute resolution (13%)
- Methodology most used: Surveys (55%)
- Target audience of most research publications is VR, service providers, other advocates (56%)

R2: Catalogue of Disability & Compensation Variables in 11 National Datasets

(K. Hallock, W. Erickson, Z. Nazarov, L. Barrington)

Provides a quick and easy way to identify and locate relevant disability and employer compensation variables across multiple data sources.

1. Census 2000 (Long Form)
2. American Community Survey (ACS)
3. Behavioral Risk Factors Surveillance System (BRFSS)
4. Health & Retirement Survey (HRS)
5. Survey of Income and Program Participation (SIPP)
6. Current Population Survey (CPS)
7. Panel Study of Income Dynamics (PSID)
8. National Health Interview Survey (NHIS)
9. Medical Expenditure Panel Survey (MEPS)
10. National Longitudinal Transitions Study -2 (NLTS2)
11. Rehabilitation Services Admin Records (RSA-911)

Disability Statistics

Online Resource for U.S. Disability Statistics

Home | Statistics | Sources | FAQs | Glossary | Links | Help

Catalogue of Disability and Compensation Variables

Search by Category and Data Set

Keyword Search: Submit

STEP 1 — Select Category

STEP 2 — Select Data Set

RESET DATA SETS

Data Set:	HRS	SIPP	ACS	CPS	BRFSS	Census	MEPS	PSID	NHIS	RSA-911
Total Income										
Amount										
Employer Practices										
Pay										
Total Pay		✓	✓		✓		✓	✓		✓
Base/Wage/Salary										
Other Pay										
Benefits										
Health Insurance										
Retirement/Pension										
Education/Training										
Leave (Time Off)										
Retirement Incentive										
Severance Pay										
Other										
Employee Accommodation										

R.3: New Analyses of Existing National Survey and Administrative Databases

- **R.3.a: Employer Characteristics and Employee with Disability Claims Filings**
  (S. von Schrader, Z. Nazarov, S. Bruyère)
- R.3.b: (R.3.b.1)Total Compensation Gap and Compensation Mix of Employees with Disabilities and (R.3.b.2) Analysis of the Compensation Mix of Employees With Disabilities Compared to Employees Without (ACS, HRS, SIPP, ECEC)
- R.3.c: Health Benefits and Employment Outcomes for Individuals with Disabilities
- R.3.d: Job Match of Employees with Disabilities and Labor Market Outcomes (O*NET and ACS, HRS, SIPP)

Purpose and Methodology

- Relatively little known about characteristics of employers who receive ADA charges
- Linking with EEO-1 Employer Report and EEOC employment discrimination charge data
  - High quality data on employer characteristics
  - Compare establishments that received charges and those who did not
- Limitations: uses only one year (2009) of data; no available data on disability prevalence in establishment; limited to medium and large private employers

Findings to Date

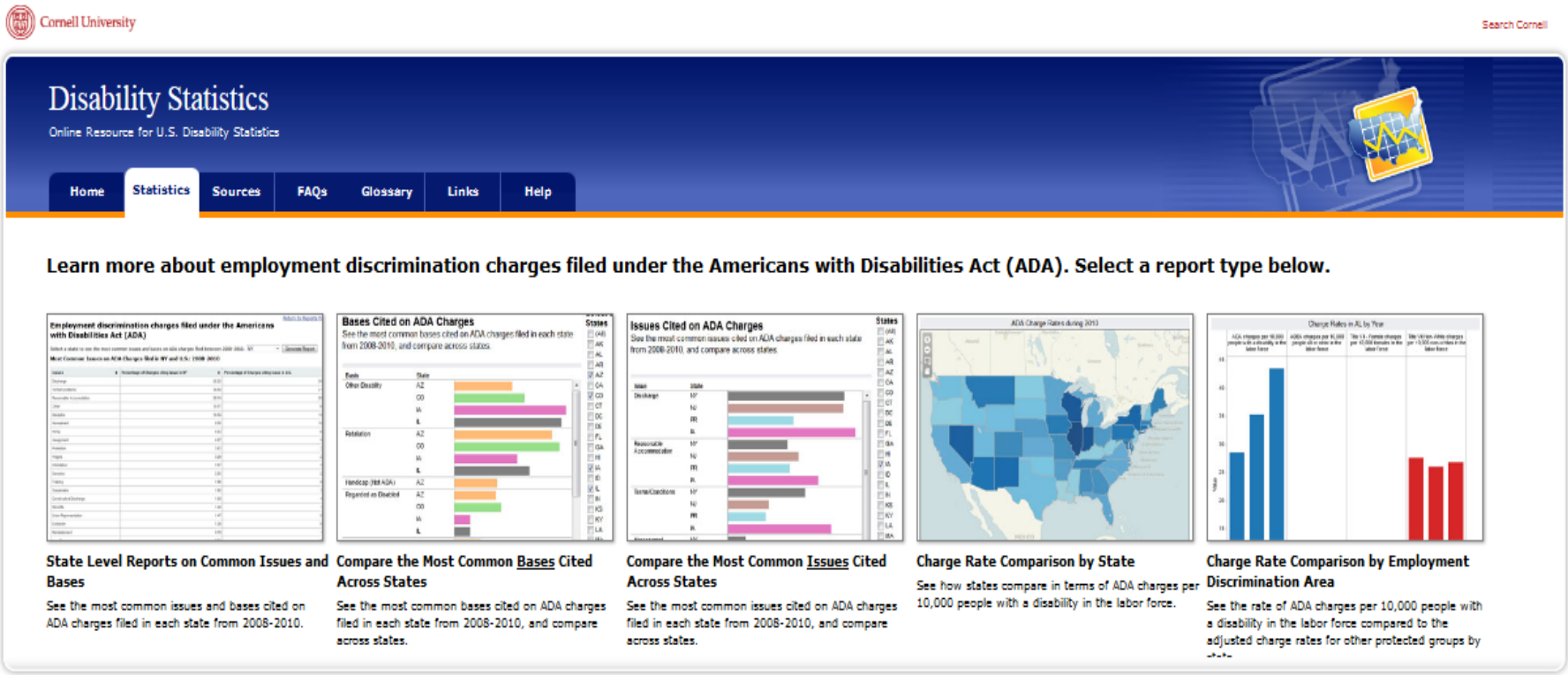
Higher ADA Charge Rate Among

- Smaller establishments
- Larger parent organizations
- Federal contractors
- Multi-unit headquarters
- Establishments with a high proportion of minority employees relative to state/industry level
- Transportation and Services sectors (as compared to Manual, Professional and Sales Sectors)
- Counties with lower prevalence of disability, higher unemployment rate

Cornell University
ILR School
Employment and Disability Institute

Charge tabulations in Online tool

http://www.disabilitystatistics.org/eeoc/



R.3: New Analyses of Existing National Survey and Administrative Databases

- R.3.a: Employer Characteristics and Employee with Disability Claims Filings
- **R.3.b: (R.3.b.1)Total Compensation Gap and Compensation Mix of Employees with Disabilities and (R.3.b.2) Analysis of the Compensation Mix of Employees With Disabilities Compared to Employees Without (ACS, HRS, SIPP, ECEC)** (K. Hallock, X. Jin, L. Barrington)
- R.3.c: Health Benefits and Employment Outcomes for Individuals with Disabilities
- R.3.d: Job Match of Employees with Disabilities and Labor Market Outcomes (O*NET and ACS, HRS, SIPP)

Purpose and Methodology

- Research shows that employees can value different kinds of pay differently.
- Important to look at total compensation, but there is *total* compensation data availability challenge
- Solve by merging person-level data from four* national demographic surveys with benefit information from BLS Employer Costs for Employee Compensation (ECEC) Survey using each person's reported occupation, at very-detailed level

* Current Population Survey (CPS), American Community Survey (ASC), Health and Retirement Study (HRS), Survey of Program and Income Participation (SIPP)

Findings to Date

- Using conventional method of considering wage/ salary gaps, full-time male workers with any disability earn about 9.3 percent less than full-time male workers without a disability (ACS data)
- But, controlling for the same characteristics, the *total* compensation gap is smaller by a third -- closer to 6.7 percent (ACS data)
- Total comp gap is smaller no matter specific disability measure
- Specific size of gap varies by data set, definitions

R.3: New analyses of existing national survey and administrative databases

- R.3.a: Employer Characteristics and Employee with Disability Claims Filings
- R.3.b: (R.3.b.1)Total Compensation Gap and Compensation Mix of Employees with Disabilities and (R.3.b.2) Analysis of the Compensation Mix of Employees With Disabilities Compared to Employees Without (ACS, HRS, SIPP, ECEC)
- **R.3.c: Health Benefits and Employment Outcomes for Individuals with Disabilities** (A. Karpur)
- R.3.d: Job Match of Employees with Disabilities and Labor Market Outcomes (O*NET and ACS, HRS, SIPP)

Purpose and Methodology

- Examining whether access to employer provided benefits, specifically health insurance, is related to retaining full-time employees with disabilities
- Medical Expenditure Panel Survey (MEPS) panel dataset and systematic case studies
- Uses both cross-sectional and longitudinal data analysis techniques; Poisson regression models, and survival analysis (proportional hazard models)

Findings to Date

- Providing health insurance remains an important strategy to help reduce turnover of employees who may have disabilities
- Mental health conditions independently predict higher turnover rates among people with disabilities
- Overall, employees with disabilities who do not have employer health benefits are more likely to change jobs compared with their peers without disabilities with all other factors (e.g., age, type of work, wages, etc.) held constant
- Workplace environment and policies possibly contribute to this trend

R.3: New Analyses of Existing National Survey and Administrative Databases

- R.3.a: Employer Characteristics and Employee with Disability Claims Filings
- R.3.b: (R.3.b.1)Total Compensation Gap and Compensation Mix of Employees with Disabilities and (R.3.b.2) Analysis of the Compensation Mix of Employees With Disabilities Compared to Employees Without (ACS, HRS, SIPP, ECEC)
- R.3.c: Health Benefits and Employment Outcomes for Individuals with Disabilities
- **R.3.d: Job Match of Employees with Disabilities and Labor Market Outcomes (O*NET and ACS, HRS, SIPP)**
  (K. Hallock, X. Jin)

Purpose and Methodology

- To better understand the underlying sources of inequality, occupation-level data on employee skills and task requirements are considered;
- Provides insights regarding the economic returns to certain workplace tasks and skills;
- Use 3 population-based surveys: the American Community Survey (ACS), Current Population Survey (CPS) March Supplement, and Survey of Income and Program Participation (SIPP).
- Analysis only on full time male workers (so far).

Findings to Date

- Largest percentiles of people with disabilities appear in production and transportation; smallest shares appear in management, business, finance, and professional occupations – where compensation is higher
- Even controlling for occupation and other characteristics, employees with disabilities tend to be in positions associated with skills and tasks that have lower economic rates of return
- May contribute to the pay gap

R.4: Creation of New Data to Identify Leading HR/Employer Policy/Practices

- **R.4.a: Leading HR Practices in Improving Employment Outcomes for Individuals with Disabilities (SHRM Member Survey)**
  (W. Erickson, S. von Schrader, S. Bruyère)
- R.4.b: DMEC Member Survey
- R.4.c: TCB - Employer Practices Group
- R.4.d: CAHRS- Employer Practices Group

Purpose and Methodology

- Identify extent of employer/HR practices in place in recruitment, retention, advancement, accommodation, barriers, and metrics
- Partnered with Society for Human Resources Management (SHRM)
- Online and phone surveys (N=675; response rate of 23%)

Findings to Date

- Top barriers are perceived lack of qualified applicants with requisite skills, training, and experience, and supervisor knowledge of accommodations
- Over half include disability in diversity statements, require sub-contractors to adhere to disability nondiscrimination, or have community organization partnerships
- Practices and policies increase likelihood of hiring PWDs
- Few employers track disability metrics

R.4: Creation of New Data to Identify Leading HR/Employer Policy/Practices

- R.4.a: Leading HR Practices in Improving Employment Outcomes for Individuals with Disabilities (SHRM Member Survey)
- **R.4.b: DMEC Member Survey**
  (S. von Schrader, V. Malzer, W. Erickson, S. Bruyère)
- R.4.c: TCB - Employer Practices Group
- R.4.d: CAHRS- Employer Practices Group

Purpose and Methodology

- Build understanding of how disability management programs were responding to aging workforce
- Partnered with Disability Management Employers Coalition (DMEC)
- Conducted a short poll and interviews with DMEC employer and supplier members in October 2012
- Response rate of 19.1% (557 employers; 306 suppliers)

Findings to Date

- While many employers are concerned (87%), fewer (36%) are including disability as a focus in the design of absence/disability mgt. programs
- Key practices to enhance retention – flexibility, maintaining and enhancing benefits, wellness programming, safety checks, accommodation, return to work programs, and improving communication and culture

R.4: Creation of New Data to Identify Leading HR/Employer Policy/Practices

- **R.4.a:** Leading HR Practices in Improving Employment Outcomes for Individuals with Disabilities (SHRM Member Survey)
- **R.4.b:** DMEC Member Survey
- **R.4.c: TCB - Employer Practices Group**
- **R.4.d: CAHRS- Employer Practices Group** (L. Barrington, K. Hallock, S. Bruyère, L. Nishii)

Purpose and Methodology

- Identify employer perceptions of key issues and engage them in the research conversation
- Partnered with The Conference Board – 16 (corp. & gov't.) organizations, 3 meetings, produced business-targeted report*: Leveling the Playing Field: Attracting, Engaging and Advancing People with Disabilities* (digitalcommons.ilr.cornell.edu/edicollect/1292)
- Also Cornell Center for Advanced HR Studies – 12 companies, 2 meetings, 1 upcoming, summaries posted at http://cahrs.ilr.cornell.edu/CentersofExcellence

Findings to Date

- The Four Challenges - business case, organizational readiness, self disclosure and measurement
- Plus – veterans issues; the global landscape; and the future of employment of people with disabilities
- Metrics - What metrics can drive progress in a company? Can inform about climate in which employees with disabilities can thrive?

R.5: Employer Case Studies

- **R.5.a:** Private sector employer
  R.5.b: Public sector employer
  (L. Nishii, S. Bruyère)

Purpose and Methodology

- Conduct a case study of the public sector and one private sectors to examine employees' views of disability policies and practices within their organization; disability bias (including factors that impact its likelihood); and self-disclosure
- Surveys, key informant interviews and focus groups
- Sample –
  - Public Sector - 1,103 employees of 3,055 (36%); (24.5%) reported having at least one disability; 6.9% had two or more disabilities
  - Private Sector - 2,240 employees of 6,652 (34%); (25.8%) reported having at least one disability; 8.3% had two or more disabilities

Findings to Date

- Across both, particularly low levels of awareness about disability practices
- Managers' perceptions about the underlying motivation of disability practices are important
- Some experience of disability-related bias;
  - influenced by managers' awareness of disability practices; disability climate; inclusiveness of climate; quality of relationship with manager; job fit, feedback, and socialization
- Disability disclosure more likely to supervisors/co-workers than HR/ "official" targets (e.g., EO, self-ID forms)
  - Work group climate influences actual disclosure as well as favorability of disclosure experiences

References

Erickson, W. von Schrader, S. Bruyère, S & VanLooy, S. (2012). The Employment Environment: Employer Perspectives, Policies, and Practices Regarding the Employment of Persons with Disabilities. *Rehabilitation Counseling Bulletin.* Published online before print November 14, 2013, doi: 10.1177/0034355213509841

Erickson, W. von Schrader, S. Bruyère, S & VanLooy, S. Disability-Inclusive Employer Practices and Hiring of Individuals with Disabilities. *Rehabilitation Research, Policy, and Education (*manuscript in preparation) . Ithaca, NY, ILR School, Employment and Disability Institute, Employer Practices RRTC.

Golden, T. P., Bruyere, S., Karpur, A., Nazarov, Z., VanLooy, S., & Reiter, B. (2012). Workforce development policy: Unrealized potential for Americans with disabilities. Rehabilitation Research, Policy, and Education Journal.

Hallock, K., Jin, X., & Barrington, L. (2013). *The Pay Gap and the Total Compensation Gap by Disability Status*. Working Paper. Ithaca, NY, ILR School, Institute for Compensation Studies.

Hallock, K., Jin, X., & Barrington, L. (2013). *The Role of Tasks and Skills in Explaining the Disability Pay Gap .* Working Paper. Ithaca, NY, ILR School, Institute for Compensation Studies.

Karpur, A. (2013). *Impact of employer-provided health insurance on job mobility among people with disabilities.* Working Paper. Ithaca, NY, ILR School, Employment and Disability Institute, Employer Practices RRTC.

Karpur, A. (In preparation). Job-mobility among workers with disabilities: Role of employer paid health insurance. *Health Services Research.*

Karpur, A., & Bruyere, S. M. (2012). Healthcare expenditure among people with disabilities: Potential role of workplace health promotion and implications for rehabilitation counseling. *Rehabilitation Counseling Bulletin, 56* (1), 7 – 22.

The Conference Board (2013). *Leveling the Playing Field: Attracting, Engaging, and Advancing People with Disabilities*. Available online at -- http://digitalcommons.ilr.cornell.edu/edicollect/1292/

The Conference Board (2013). *Leveling the Playing Field: Attracting, Engaging, and Advancing People with Disabilities*. Available online at -- http://digitalcommons.ilr.cornell.edu/edicollect/1292/

von Schrader, S., Malzer, V., Bruyère , S. (2013). Perspectives on disability disclosure: The importance of employer practices and workplace climate. *Employer Responsibilities and Rights Journal*. DOI: 10.1007/s10672-013-9227-9.

von Schrader, S., Malzer, V.,. Erickson, W. & Bruyere, (2013). *Absence and Disability Management Practices for an Aging Workforce*. Available at: http://digitalcommons.ilr.cornell.edu/edicollect/1320/

Von Schrader, S., & Nazarov, Z. (2013). Comparison of Employer Factors in Disability and Other Employment Discrimination Charges. *Rehabilitation Research, Policy, and Education (*manuscript in preparation) . Ithaca, NY, ILR School, Employment and Disability Institute, Employer Practices RRTC.

Cornell Related Online Resources

- Employer Practices RRTC Project
  http://www.ilr.cornell.edu/edi/p-emprrtc.cfm
- Mendeley: Library of Employer Practices literature
  http://www.mendeley.com/groups/2079353/
- Catalogue of Disability & Compensation Variables in 11 National Datasets
  http://www.disabilitystatistics.org/eprrtc/codebook.cfm
- U.S. EEOC Disability Charge tabulations Online Tool
  http://www.disabilitystatistics.org/eeoc/
- Cornell Online Repository of Related Publications
  http://digitalcommons.ilr.cornell.edu/edicollect/

Cornell University
ILR School
Employment and Disability Institute

For more Information:

Susanne M. Bruyère, Ph.D., Project Director
Cornell University RRTC on Employer Practices Related to Employment Outcomes
201 Dolgen Hall
Cornell University
Ithaca, NY 14853
(607) 255-9536
smb23@cornell.edu