CONDUCTING AND BENCHMARKING INCLUSIVE EMPLOYMENT POLICIES, PRACTICES, AND CULTURE

BY THE
DISABILITY CASE STUDY RESEARCH CONSORTIUM

FINAL REPORT – DECEMBER 19, 2008

U.S. Department of Labor
Office of Disability Employment Policy

Burton Blatt Institute
SYRACUSE UNIVERSITY

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BACKGROUND

How does a company's "culture"—values, norms, policies, and practices—facilitate or hinder the employment of people with disabilities? The answer to this question is crucial, as demonstrated by the low employment rate of people with disabilities—only 37.7% of Americans with disabilities age 21-64 were employed in 2006, compared to 79.7% of Americans without disabilities (RRTC, 2007). Because employees with disabilities who become employed face important disparities such as lower pay and less job security, training, and participation in decisions relative to non-disabled employees (Schur, Kruse, Blasi, & Blanck, in press), further systematic research is needed to understand the complex nature of employability for persons with disabilities. Because employees with disabilities who become employed face important disparities such as lower pay and less job security, training, and participation in decisions relative to non-disabled employees (Schur, Kruse, Blasi & Blanck, in press), further systematic research is needed to understand the complex nature of employability for persons with disabilities.

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The limited research that has addressed the role of corporate culture primarily is based on laboratory studies and employer surveys (for reviews, see Blanck & Schartz, 2005; Schur, Kruse, & Blanck, 2005; Schur, Kruse, Blasi, & Blanck, in press). There has been comparatively little *systematic* research on how company policies and practices (and corresponding attitudes of employers, supervisors, and co-workers) affect the employment opportunities of people with disabilities (see Blanck, 2005a, b; Blanck & Schartz, 2005).

Though case studies of disability employment have been accumulating, methods of conducting case studies and assessments of best practices have varied. Recognizing the critical need for systematic growth in the evidence base regarding best practices in inclusive employment, the Department of Labor's Office of Disability Employment (ODEP) funded " . . . a Research Consortium to develop a standard design methodology and conduct case study research to identify ways in which an organization's structures, values, policies

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THE DISABILITY CASE STUDY RESEARCH CONSORTIUM

 The Consortium is led by the Burton Blatt Institute (BBI) at Syracuse University, in collaboration with Rutgers University's School of Management and Labor Relations and the Heldrich Center for Workforce Development, and Cornell University's Employment and Disability Institute.

To further our reach, the Consortium engaged three leading Research Partners—the Georgia Institute of Technology RERC on Workplace Accommodations, Human Futures Incorporated, and West Virginia University's International Center for Disability Information.

In addition, Consortium efforts were guided by a **_Blue Ribbon Advisory Board_**, which was co-chaired by leaders from the research and disability communities, with prominent representatives from business, labor, and disability organizations, along with nationally recognized disability scholars and practitioners. The Board guided the Consortium during three key phases: (1) at the project inception and development; (2) in the middle of the project to review draft methods and protocols that have been developed; and (3) at the end to review and guide analysis and interpretation of project findings. The Board members provided informal guidance and support throughout the project period as well. The Board is co-chaired by Andrew Imparato, President of the American Association of People with Disabilities (AAPD) and Professor Adrienne Colella (Tulane University), a scholar of corporate culture and disability. The Board includes representatives from the U.S. Chamber of Commerce, Business Loan Express, the National Business & Disability Council (NBDC), the National Organization on Disability (NOD), the American Foundation for the Blind (AFB), and the National Council on Independent Living (NCIL). For technical expertise, the Board includes a representative of the National Opinion Research Center (NORC, University of Chicago), and experts and scholars of rehabilitation counseling, labor relations, marketing, and disability law.

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THE STUDY, OUTCOMES AND KEY PRELIMINARY FINDINGS

The present study establishes a conceptual framework to evaluate inclusive employment policies and practices in for-profit and not-for-profit corporations and organizations of all sizes across market sectors. A Consortium of unprecedented breadth and experience involving researchers, businesses, and policy makers: (a) created a scientifically rigorous, standardized, relevant and

replicable method for conducting and benchmarking case studies of inclusive employment; and (2) conducted 6 case studies, identifying policies and practices that improve the hiring, retention, and promotion of persons with disabilities.

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The first significant project outcome presented is an informative, valid, reliable, and standardized method for conducting case studies of corporate culture and inclusive employment. Protocols were created for a benchmarking survey for standardized findings, as well as guides for interviews and focus groups that provide the needed flexibility when doing research with diverse organizations. This method generated and will continue to generate new information when Consortium members partner with organizations to conduct further case studies. Disability organizations will have improved means to make informed evaluations of companies and advocate for strategies that are successful; educators and students in business and other disciplines can use and implement lessons learned; researchers can use this method to document real-world phenomena; and public policymakers will have access to a wealth of data and human stories on successful strategies for improving employment opportunities for people with disabilities and helping inform policy initiatives.

For this project, Consortium members conducted six complete case studies and generated groundbreaking data on: corporate culture and organizational structure; corporate culture and micro organizational impact on people with disabilities; co-worker attitudes; coping strategies; potential barriers to hiring people with disabilities; benefits and costs of accommodations; and disability-specific forces impacting bottom line outcomes. These findings represent the second significant outcome of this study. Analyses across the six companies resulted in identification of policies and practices that positively impact the hiring, retention, and promotion of persons with disabilities and result in a set of established benchmarks by which inclusive employment may be evaluated. ***Benchmarks were identified in four core categories:***

(1) Diversity Outcomes
(2) Inclusive Policies and Practices
(3) Attitudinal and Behavioral Indicators of Inclusive Employment
(4) Bottom Line Outcomes

Our research was conducted with organizations that volunteered to participate in this important study because of their clear commitment to supporting the hiring, retention, and promotion of people with disabilities. The six companies that participated in the benchmarking survey demonstrated high levels of disability representation in the survey sample and across management roles; equal to or higher than the rates for companies in the private sector (5.5%). These organizations have already begun strong efforts to accomplish such a laudable goal and the "diversity numbers" we see in their organizations reflect this accomplishment. As leaders in

disability diversity, our company partners have begun to move beyond a focus on such numbers, towards ensuring that the individuals within their organizations feel truly valued within their organizations – truly included. In our study of their

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corporate climates, we find clear evidence demonstrating that policies, practices, and managerial behaviors that create an inclusive climate have direct impacts on employees' perceptions of their work environment. These perceptions in turn have direct impacts on employees' satisfaction, commitment, positive work behaviors, and intentions to stay with the company.

Next, these important key findings and recommendations are highlighted. For a full listing of all the benchmarks and associated findings, please see the entire report and appendices.

Key Findings

Workplace climate makes a great difference not only in employee experiences, but also in workplace performance. Fully using the abilities of all employees, including those with disabilities, depends not just on overall company policies but on the attitudes and practices of managers and supervisors. Across all six companies, there is strong statistical evidence that employee attitudes and perceptions about their work environment (e.g., the effectiveness of broad organizational and human resource policies and practices, the commitment to diversity of management and managers) impact their perceptions of feeling included and engaged in the workplace (e.g., perceptions of inclusion, psychological support and empowerment, fit with their job) and impact their reports of actual engagement (e.g., reports of satisfaction and commitment to their organization, engaging in organizational citizenship behaviors, and not looking for new jobs elsewhere).

* Managers appear to play a critical role, as evidenced by analyses demonstrating that one's relationship with his or her manager and the diversity behaviors of the manager predict increases in employees' positive workplace perceptions, engagement, satisfaction, and decreases in employees' perceptions of negative workplace treatment. Interestingly, these data also show that when supervisors in a department overall perceive the benefits associated with accommodations made for employees outweigh the costs associated with them (i.e., a positive "Return-On-Investment"), perceived levels of prejudice against employees with disabilities tends to be lower in their departments.

* Fairness of human resources practices differ between employees with and without disabilities and this is important because it significantly predicts our bottom line outcomes of organizational commitment, job satisfaction, citizenship behaviors, and turnover intentions.

* The perceived climate for inclusion is critical: across all employees, perceptions about the inclusiveness of the work climate is significantly and positively associated with the

psychological empowerment that they report experiencing on the job, as well as with their reports of perceived organizational support, relationship conflict among department members, and task conflict among department members. In addition, perceptions of an inclusive climate are even more strongly positively associated with psychological empowerment for individuals with disabilities than for individuals without disabilities.

✳ <u>A visible organizational commitment to disability issues is critical.</u> The inclusion of disability in the organization's diversity policy is the only driver of commitment and job satisfaction across all survey respondents.

✳ <u>Accommodations benefit everyone.</u> Across the companies, high rates of accommodation requests from employees with and without disabilities demonstrate the universality of accommodation policies. This is particularly noteworthy, given that the percentage of all employees (both with and without disabilities) who have been granted accommodations in a unit is a strong negative predictor of perceived disability prejudice, indicating that wider use of accommodations for all employees can help remove any sense of resentment toward people with disabilities who need accommodations.

These findings reveal that corporate culture matters—and greatly. Differences in inclusive policies and practices influence differences in employees' *perceptions* of their company's environment when it comes to inclusion. These perceptions of inclusion in turn impact employees' reported job satisfaction, commitment, productivity and other behaviors that ultimately impact an organization's bottom-line: tenure and turnover, as well as organizational citizenship behaviors.

In the future, additional case studies with different size organizations in diverse market sectors should be conducted to validate and refine benchmarks. Longitudinal case studies may document changes over time. In addition, explorations may be made of the weighted value of specific benchmarks in terms of their impact on documented inclusive employment outcomes. Such data will further strengthen the business case for diverse and inclusive employment and can tie to additional outcomes such as shareholder value. It is imperative that these benchmark indicators and research findings be disseminated widely to positively impact corporate culture and business practices across market sectors that improve employment outcomes for persons with disabilities.

Implications for Employers

✳ *Include disability in the diversity and inclusion agenda of the organization (including, but not limited to adding disability as a stated goal of their formal diversity policy).*

Implications for HR Professionals

✳ *Conduct trainings for managers regarding disability (i.e., awareness about potential discrimination and cultural issues; accommodation policies; disability leave absence policies; return to work policies; etc.).*

Implications for Managers

🌸 *Make managers aware that the respect with which they treat people requesting accommodations is a key predictor of engagement (even more so than the organization's procedures for responding to accommodation requests).*

Implications for Disability Service Providers

🌸 *Provide workplace accommodation consultation services which address the importance of workplace culture factors for the longer term job satisfaction and retention of people with disabilities (as well as other employees).*

Implications for People with Disabilities

🌸 *Find ways in the community to network the company with disability networks (i.e., disability mentoring opportunities; Disability Awareness month; fund raisers and other events targeting the issues and needs of people with disabilities; etc.).*

Policy Recommendations

🌸 *An Executive Order that would charge ODEP and the Office of Federal Contract Compliance Programs (OFCCP) with the convening of a time-limited work group with representatives of the Departments of Labor, Education, Transportation, Health and Human Services, Commerce and Defense as well as the Social Security Administration and other Federal Agencies to design a common set of questions to evaluate all current and potential government contractors' business polices and practices regarding recruitment, training, accommodation and advancement of workers with disabilities. The benchmarks developed from the case study research would provide a starting point. Positive scores would become a factor in OFCCP's evaluation of contract performance by using the benchmarks as part of annual reporting requirements to encourage favorable and economically sound business practices.*

🌸 *In collaboration with US DOL honored employers, ODEP would convene an employer work group to consider identification of weighted value for each of the 32 specific benchmarks. Further testing and validation of a weighted scale for the benchmarks with additional companies of various sizes and from different sectors would be initiated.*

🌸 *ODEP and the Department of Labor adopt the benchmarks to review applicants for future DOL recognition and awards that advance inclusive business practices. The benchmarks offer an objective system to measure inclusive business practices that advance the recruitment, hiring, retention, and career advancement of persons with disabilities.*

🌸 *ODEP establish an Inclusive Business Practices Training and Technical Assistance Center that expands understanding and use of the Benchmarks by employers to increase recruitment, training, retention and advancement of individuals with disabilities.*

SECTION II: BACKGROUND
IMPORTANCE OF THE RESEARCH

How does a company's "culture"—values, norms, policies, and practices—facilitate or hinder the employment of people with disabilities? The answer to this question is crucial, as demonstrated by the low employment rate of people with disabilities—only 37.7% of Americans with disabilities age 21-64 were employed in 2006, compared to 79.7% of Americans without disabilities (RRTC, 2007). Because employees with disabilities who become employed face important disparities such as lower pay and less job security, training, and participation in decisions relative to non-disabled employees (Schur, Kruse, Blasi, & Blanck, in press), further systematic research is needed to understand the complex nature of employability for persons with disabilities. The limited research that has addressed the role of corporate culture primarily is based on laboratory studies and employer surveys (for reviews, see Blanck & Schartz, 2005; Schur, Kruse, & Blanck, 2005; Schur, Kruse, Blasi, & Blanck, in press).

There has been comparatively little *systematic* research on how company policies and practices (and the corresponding attitudes of employers, supervisors, and co-workers) affect the employment opportunities of people with disabilities (see Blanck, 2005a, b; Blanck & Schartz, 2005), though case studies of disability employment have been accumulating. The various Consortium members have extensive experience through examinations of corporate culture (e.g., Ball et al., 2005) and by conducting case studies of major business and public employers (Microsoft: Sandler & Blanck, 2005; Sears: Blanck, 1994; and Manpower: Blanck & Steele, 1998) and the Federal Government (Bruyère, Erickson, & Horne, 2002).

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Sandler & Blanck, 2005; Sears: Blanck, 1994; and Manpower: Blanck & Steele, 1998) and the Federal Government (Bruyère, Erickson, & Horne, 2002).

In a series of case studies with Sears, Manpower, and Microsoft, Blanck and colleagues' illustrate successful inclusion of people with disabilities is possible: accommodation costs are lower than people might assume, and when available, training helps contingent employees to find permanent positions, and utilizing internship and scholarship programs as well as connections to disability organizations can help organizations to successfully recruit employees with disabilities (Blanck, 1994; Blanck & Steele, 1998; Sandler & Blanck, 2005).

Additional case studies have been conducted with major organizations and New Freedom Initiative winners (Lengnick-Hall, 2007; McMahon, Wehman, Brooke, Habeck, Green, & Fraser, 2004). They find employers that are more successful than their competitors at integrating individuals with disabilities into their workforces tend to focus on targeted recruiting and training, leverage "in-house" expertise for accommodations, and recognize the importance of corporate culture. Importantly, providing central funds for accommodations, a structured process for requesting accommodations, and access to disability information and advocacy furthered the inclusive environment. Providing support for networks and affinity groups, educating and training coworkers and managers around disability issues, conducting community outreach, creating global standards, collecting data related to disability, and explicitly evincing a top management commitment to disability and diversity are common features of organizations that are inclusive of individuals with disabilities.

Other research has been conducted *across* companies as part of the same project using the same protocols, allowing for better evaluation of similarities and differences. The two nationally-representative employer surveys on disability issues, conducted by the present Consortium researchers, found that one-fifth of employers report that attitudes are a major barrier to the employment of people with disabilities (Bruyère, 2000; Dixon, Kruse, & Van Horn, 2003). The importance of corporate culture was underscored by the finding that: "Both [the private and federal] sectors identified visible top management commitment as the best method for reducing

employment and advancement barriers (81 percent for the private sector respondents, 90 percent for federal)" (Bruyère, Erickson, & Ferrentino, 2003). This comports with experimental studies finding supervisor and co-worker attitudes have a strong impact on employment experiences of people with disabilities (Colella, 1996, 2001; Colella, DeNisi, & Varma, 1998; Marti & Blanck, 2000).

Consortium members Schur, Kruse and Blanck have conducted what they believe is the only study of these issues *with data from employees with disabilities themselves*, using a large survey sample of 30,000 employees. The study found persons with disabilities on the job face several disparities, including lower levels of pay, job security, training and participation in decisions (Schur, et al., forthcoming). Employees with disabilities reported higher turnover intention and lower levels of company loyalty and job satisfaction. Disability gaps in attitudes vary substantially, however, across companies and worksites, with no attitude gaps in worksites rated highly by all employees for fairness and responsiveness. The results indicate that corporate cultures that are responsive to the needs of all employees are especially beneficial for employees with disabilities.

This study provided the first systematic and large-scale indication that corporate culture matters greatly for employees with disabilities.

The research described thus far scratched the surface of the issues that need to be understood. However, the need for critical research across leading companies aimed at identifying specific policies and practices that facilitate the creation of inclusive work environments remained. The current investigation presents new research designed to address this need by using scientifically rigorous research standards and obtaining multiple perspectives in real-world settings. The findings substantially increase knowledge and understanding and establish standards for future research. The research design and data collection methods represent a path-breaking advance in this area and enable benchmarks to accumulate over time as more case studies are conducted.

The present study generates new groundbreaking data on previously unexplored topics, including:

a. **Corporate Culture and Organizational Structure:** Perceptions of company climate and culture, and how they affect a variety of outcomes for employees with disabilities, including promotions and opportunities for training, and subjective attitudes like job satisfaction, company loyalty, and whether employees feel they are treated with respect. The Consortium examined whether corporate cultures in different companies are perceived as flexible and responsive to individual needs or as more traditional and biased against certain groups of employees (like those with disabilities), and the implications of such cultural differences for the experiences of employees with disabilities (cf. Stone and Colella, 1996);

b. **Corporate Culture and Micro Organizational Impact on People with Disabilities:** Potential conflicts between different levels of a company's culture and the effects this may have on employees with disabilities (e.g., interpretation, implementation of company values and policies, potential conflicts with unstated norms and expectations);

c. **Co-Worker Attitudes:** How supervisor and co-worker attitudes affect the experiences of employees with disabilities;

d. **Coping Strategies:** How employees with disabilities overcome barriers at work;

e. **Potential Barriers to Hiring People with Disabilities:** Perceptions of potential risk by employers, including accommodation costs and unfamiliarity with different types of functional limitations and resources that are available (Hendricks, Batiste, Hirsh, Dowler, Schartz, & Blanck, 2005). The Consortium examined how employers have overcome these barriers, such as through partnerships with disability organizations, targeted recruiting efforts, and obtaining information on types and costs of accommodations, such as through the Job Accommodation Network (JAN);

f. **Benefits and Costs of Accommodations:** Financial and non-financial benefits and costs of disability accommodations from the perspective of employees with disabilities, as well as supervisors and co-workers; and

g. **Disability-Specific Forces:** Effects of disability policies and initiatives on the attitudes (job satisfaction, organizational commitment) and behaviors (turnover, absenteeism) of employees with disabilities.

This is not an exhaustive list—the comprehensive methodology developed to explore corporate culture and inclusive employment incorporates many more important topics and assessments identified by ODEP, employers, employees, and leaders from the disability community. The Consortium case study research method provides:

a. **organizations** with <u>new tools and information</u> to conduct analyses of their own corporate cultures and disability policies, helping to meet or exceed their legal obligations (e.g., under the ADA), but equally important, serving as a critical component in the process of positive ongoing organizational change that makes economic sense;

b. **disability organizations** with <u>new means to make informed evaluations</u> of companies and advocate for strategies shown to be successful;

c. **educators and students** in business, law and policy schools, and executive and continuing leadership programs, <u>the means to evaluate companies and corporate culture and policies that affect the employment of people with disabilities;</u>

d. **researchers** with <u>valid and reliable methods</u> to document real-world phenomena, allowing them to generate and test hypotheses in a consistent way, leading to cumulation and the ability to use meta-analysis to understand and compare cross-case results;

e. **public policymakers** with <u>a wealth of data and human stories</u> on successful strategies for improving employment opportunities for people with disabilities, and helping inform policy initiatives (e.g., tax incentives or recognition programs for companies that engage in best practices). Because recommendations will be drawn from the study of best practices in different organizations, policies are likely to garner support from the business community and have a greater chance of successful implementation.

SECTION III: CONDUCTING CASE STUDIES

The first phase of this project involved developing a standardized, scientifically rigorous, externally valid, and replicable case study research design that embodies the well-established and published recommendations of Consortium members. Schur, Kruse, and Blanck (2005) reviewed the existing literature, identified the state of the science and the gaps that exist due to variations in methods used to conduct case studies, and identified the need for a paradigm utilizing multiple methods of data collection and analysis. They determined, in part, that triangulation "helps compensate for the limitations of any one method, reveals potential tensions or conflicts among different levels of corporate culture, and provides validity checks" (p. 15). Critically important was that the paradigm be structured to be replicable across companies, providing a strong basis for comparative analysis, while allowing flexibility to explore issues and initiatives that are particular to individual companies.

The case study methodology is based on collection of several types of qualitative and quantitative data using seven triangulated research methods: (a) in-depth interviews with senior managers in human resources, compensation, and diversity; (b) in-depth interviews with a sample of managers and supervisors; (c) in-depth interviews with a sample of employees with disabilities; (d) focus groups of employees with disabilities; (e) focus groups of managers; (f) a company-wide employee survey; (g) collection and analysis of written policies relating to disability and diversity (archival analysis); and (h) collection and analysis of available administrative data on disability accommodations and disability-specific initiatives.

To ensure the validity of measures, a number of specified measures from existing instruments were used, such as the General Social Survey (GSS) conducted by the National Opinion Research Center of the University of Chicago (NORC), the Employer Openness Survey (Gilbride, Vandergoot, Golden, & Stensrud, 2006), JAN surveys on economic costs and benefits of accommodations, and well-recognized and used measures from management consulting and

academic literatures. In addition to helping ensure validity, the use of existing measures permits comparisons between the present results and those of prior studies. For example, our survey included questions on job satisfaction and turnover intention used in national surveys such as the GSS, as well as by employers studying their organizations (e.g., when evaluating turnover costs) and academics when conducting research. By comparing the new data with the GSS, it is possible to benchmark the companies' findings against one another *and* against U.S. workers in general.

While the company-wide survey provides a source of structured, rigorous assessment enabling data collection for exact benchmarking and comparison, interviews and focus groups provide the flexibility needed to adapt the case study to the needs of each organization and the constraints of working in different environments or with companies that have different structures.

focus groups provide the flexibility needed to adapt the case study to the needs of each organization and the constraints of working in different environments or with companies that have different structures. For these reasons, in-depth interviews with managers, supervisors, and employees with disabilities were conducted both before and after the company-wide employee survey. With companies that permitted pre-survey interviews, the Consortium obtained valuable information to help customize surveys for each company – in particular by adding questions of special relevance to a company. The post-survey interviews allowed probing of survey results, adding depth to the findings and ensuring that interpretations are valid.

  The members of the Blue Ribbon Advisory Panel met via teleconference during the survey development phase (once at its outset and again when a complete draft of the survey had been assembled). Advisory board members provided invaluable guidance regarding the breadth and depth of the survey, topics for content, and final editing to ensure the survey was an

appropriate length. Substantively, the Panel ensured that assessments were scientifically rigorous and, importantly, that the measures and findings would have practical relevance for participating organizations to support their business case for inclusive employment. The Panel reviewed this draft report and informed the final interpretations and presentation, as well as assisted with the long-term dissemination plan to ensure all stakeholders may access the findings of this project.

Across all data gathering activities, we ensured full accessibility to managers and employees with disabilities, so that they had no difficulty in participating. All respondents were given strict assurances of confidentiality, thus ensuring a high rate of voluntary participation. For this reason, benchmarked findings are presented by providing results according to percentages of respondents from each company.[1] Companies are referred to as Company 1 to Company 6.

COMPANY-WIDE, BENCHMARKING SURVEY

The Organizational Best Practices in Inclusive Employment survey is designed to gather knowledge and understanding about workplace policies, attitudes, and practices that facilitate or hinder the career growth of employees with disabilities, as well as the perceptions of managers and employees around disability issues. The survey instrument design was guided by research questions that addressed the nature of structures, values, policies, and day-to-day practices that facilitate inclusive employment. The survey includes measures evaluating organizational citizenship and leader diversity behaviors, fairness, inclusion, and openness. It further includes employee, coworker, and manager assessments of accommodation practices, knowledge about practices for providing reasonable accommodations, reactions to accommodations and perceptions of workgroup interactions and outcomes of the accommodations.

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[1] This is to avoid more specific numbers that may enable company identification.

Consortium researchers developed independent questions to tap additional information on organizational behaviors and accommodation practices related specifically to people with disabilities. Survey drafts were disseminated multiple times for review and scrutiny by the Blue Ribbon Advisory Panel, consisting of leading academics, business leaders, policymakers, and disability advocates, before piloting it in the field. Advanced management students were recruited to pilot test the instrument before its deployment. After successful pilot testing, the survey was implemented in our six participating companies and organizations.

Additionally, to maximize time efficiency for the participants, the survey was modified into two separate but similar versions by splitting similar items across the two versions. This has resulted in a survey that is comprehensive. The final version of the survey consists of approximately 90 items; however several branching questions result in many participants skipping certain questions and sections based upon their answers.

The survey consists of core questions asked in each company to facilitate benchmarking. Additional survey modules comprising questions across different subject areas were developed and available based on company needs and/or to assess the initiatives at individual companies. The survey questions are broken into four categories:

i. **Employee perceptions and attitudes.** These questions are asked of all employees and managers, to enable comparisons among those with and without disabilities. Questions include: views of the company in general and on disability issues, perceived productivity of accommodated employees with disabilities, employee turnover, organizational commitment, job satisfaction, job characteristics (fit between one's abilities and the demands of the job, and perceived meaningfulness of the job), the quality of manager-employee relationships, and perceptions of the organization's inclusive environment.

ii. **Identifying employees with disabilities.** We identified employees with disabilities using six questions that the Census Bureau developed for use on the 2008 American Community Survey, which are also being used by the U.S.

Bureau of Labor Statistics (BLS) for the Current Population Survey. The questions allow identification of major types of impairment (hearing, visual, mobility, and mental/cognitive). We included a question about the time of onset, to know whether the disability occurred before or after the employee began work at the company.

iii. **Costs and benefits of accommodations.** Consortium members worked with the Job Accommodation Network (JAN) at ICDI to analyze their employer survey data regarding the financial costs and satisfaction of employees who have requested accommodation information. The survey included assessments about accommodations directly from: (1) employees with and without disabilities; (2) co-workers of employees with disabilities who were accommodated; and (3) managers of employees with disabilities who requested accommodations. Questions focused on awareness and perceptions of the accommodation process, including: (1) type of requested accommodation, and whether the request was granted; (2) estimated financial benefits and costs (direct and indirect); (3) estimated effect on those who returned to work; (4) whether co-workers were supportive; (5) the perceived fairness experienced during the accommodation process; and (6) many other outcomes of interest.

iv. **Job and demographic measures.** These included type of job, tenure, training, pay, benefits, promotions, teamwork, age, gender, race, education, and whether the respondent has a friend or family member with a disability.

v. **In-depth follow-up.** The survey linked to a separate solicitation page for volunteers for confidential in-depth interviews to explore these and other disability-related issues more fully. Volunteers' contact information was collected in a separate database from their survey responses and no link between the databases was maintained or possible (survey responses were anonymous as the survey collected no identifiers).

INTERVIEWS AND FOCUS GROUPS

Interviews and focus groups were conducted with employees with and without disabilities, as well as managers and senior leaders of the participating companies in order to inform the development of survey questions, follow up the survey responses, and to more broadly understand the corporate culture of inclusive employment. "A major reason for actively involving evaluation users in methods decisions is to deal with weaknesses and consider trade-off threats to data quality before data are collected" (Patton, 1990, p. 347). At the end of the case study, the Consortium is again interviewing contact persons at the organizations to check the study results and obtain their interpretation and feedback. We are obtaining input on the specific results of their company's case study, and on the research standards and methodology to ensure that they are valid and reliable both for other companies and for their own use in the future.

a. **Interviews with CEO's and senior managers in human resources, compensation, and diversity.** These interviews were designed to determine:

    i. overall company values, policies, and practices and how these may affect job applicants and employees with disabilities;

    ii. policies on disability accommodations and programs/initiatives designed to enhance the employment of people with disabilities; and

    iii. questions the interviewees would like to add to an employee survey to help them evaluate the success of their company in its disability initiatives (in the case of interviews conducted prior to the survey).

b. **Interviews with a sample of managers and supervisors.** These interviews were designed to determine:

    i. perceptions of the company's values, climate, and culture;

    ii. how the company's disability policies/practices are understood and implemented;

     iii.   experiences with hiring persons with disabilities, making reasonable accommodations, and engaging in the interactive process;

c. **Interviews with a sample of employees with disabilities.** These interviews were designed to obtain information on:

     i.   perceptions of the company's values, climate, and culture;

     ii.   experiences working for the company, including requests for accommodations and how these were handled;

     iii.   perceptions of attitudinal, policy-related, technology-related, or other barriers;

     iv.   views of how to remedy these barriers;

     v.   questions they would like to add to an employee survey; and

     vi.   other issues they may face.

d. **Focus groups of employees with disabilities.** Focus groups were designed to encourage employees with disabilities to discuss:

     i.   perceptions of the company's values, climate, and culture;

     ii.   experiences in the company, including requests for accommodations, how these requests were handled, and relations with supervisors and co-workers;

     iii.   perceptions of attitudinal, policy-related, technology-related, or other barriers;

     iv.   views of how to remedy these barriers;

     v.   other issues they may face.

In addition to survey, interview, and focus group data, the Consortium collected written policies relating to disability and diversity. When possible, we collected available administrative data on disability accommodations.

Data are continuing to be analyzed from all sources to evaluate disability accommodations, including the number and type of requests, reasons for granting or denying requests, costs of accommodations, and available data on outcomes (e.g., employee retention). In addition, several benchmark measures reflecting meaningful and effective policies that organizations may engage in are being assessed: Is there a central pool of company resources

dedicated for reasonable accommodations? Do employees receive support from peer mentors, support groups, employee networks, and/or supervisors for career training and advancement? Is there an intern program? Are there persons with disabilities in senior management? Do health care coverage policies accommodate the needs of persons with disabilities? Does the company award, reward, or otherwise create incentives for an inclusive workforce? Does the company market itself as an inclusive organization?

As emphasized by scholars of corporate culture (e.g., Rousseau, 1990; Schein, 1988), the study of corporate culture should include multiple methods, with collection of both quantitative and qualitative data. Our method ensures the representation of multiple perspectives with survey questions and interview protocols not just for one group, but for managers, supervisors, co-workers, and employees with disabilities. Together, these quantitative and qualitative data provide the most complete picture of the relationship between corporate culture and disability in each company. The use of multiple methods of assessment triangulates findings and provides convergence that may bolster the use of research results for both policy and practice.

The method for conducting case studies represents a set of valid and reliable standards for research in inclusive employment. The method for conducting case studies represents a set of valid and reliable standards for research in inclusive employment. The standards serve a variety of research, theoretical, and practical purposes for a range of relevant stakeholders, including companies, researchers, disability organizations, educators, students, and policy-makers. In particular, the standards facilitate the "accumulation of knowledge" on this topic, providing a basis for future research and facilitating cross-company comparisons; "meta-analysis" (systematic cumulation of findings) will allow for results to be combined and contrasted across multiple studies (Rosenthal & Blanck, 1993).

These standards "help identify 'what works' in companies that have been successful in employing individuals with disabilities, and facilitate the development of 'best practices' that

serve as models for other employers" (Schur, et al., 2005, p. 15). Our results help articulate in measurable ways a business case for the employment of people with disabilities and inform efforts to improve their employment opportunities.

COMPANY SAMPLING METHOD

In consultation with ODEP, the Consortium selected case study participants to ensure variation on important dimensions, including industry sector and size. One major goal was to ensure external validity, so the results from across these case studies may be generalized to other companies, and the standards for the research design implemented in other companies.

As in projects of this kind, an important issue is assessing and understanding the nature of selection bias: in this investigation, the companies willing to be studied may be representative of the broader organizational population, or may be exemplars of practice. For this reason, the companies that volunteered to participate may be more aware and concerned about disability issues than most employers. They may provide valuable lessons for employers in general. Therefore, if particular company disability policies or practices are found effective, the lessons may apply to other companies that have devoted less time and energy to disability issues. Importantly, the developed standards may enable other less disability focused companies to conduct case studies using our standard method. This likely will spur interest by companies that in the past may have been reluctant to examine their corporate culture and its impact on disability issues. It may help such companies proactively prevent or resolve disability related disputes.

The final sample for purposes of this report consists of 6 companies, which participated in the survey and participated in interviews and focus groups, as well as 2 additional companies that participated in only interviews and focus groups. The 8 participating employers include a pharmaceutical company, a hospital, a disability service organization, a financial services company, a consumer products manufacturer, a grocery chain, a restaurant, and an infrastructure services company. The 8 participating organizations vary in size from 38 to 38,000 employees nationwide, although some of the companies are only regional organizations / companies.

SECTION IV: KEY BENCHMARK FINDINGS

These benchmarks will allow organizations to measure their success at creating inclusive environments for employing diverse individuals and evaluate their progress relative to their goals and the progress of other organizations that have also done so. Thirty-two benchmarks along four dimensions were identified as critical (see too "Inclusive Employment Report Card" in Appendix A): (1) Diversity Outcomes, (2) Inclusive Policies and Practices, (3) Attitudinal and Behavioral Indicators of Success, and (4) Bottom Line Outcomes.

1. **"Diversity Outcomes"** represents a set of benchmarks that a company should first set to achieve–diversity in numbers.

    1.1. Diversity in the Workforce in General

    1.2. Diversity Across Management Levels

2. **"Inclusive Policies and Practices"** delineate what has been found to support inclusion in a workplace. Beyond merely achieving increases in numbers of diverse employees, a company seeks to have all its employees feel valued. Inclusive policies and practices are responsive to the needs of a diverse workforce and build a sense of value and inclusion, ensuring that *all* employees feel integral to the company.

    2.1. Strong Recruitment, Training, and Advancement Opportunities

        2.1.1. *Targeted recruiting of people with disabilities.*

        2.1.2. *Manager education and training on disability.*

        2.1.3. *Targeted career advancement opportunities for employees with disabilities.*

      2.1.4. Training opportunities that are equitably available and accessible to employees with disabilities.

      2.1.5. Mentoring and coaching opportunities that are made available to employees with disabilities.

2.2. <u>Effective Accommodations Related Policies and Practices</u>

      2.2.1. Established procedures for disability accommodations.

      2.2.2. Centralized sources of funding for accommodations.

      2.2.3. Organizational record-keeping on accommodations.

      2.2.4. Universally-designed accommodation policies.

      2.2.5. Availability of return-to-work / disability management services.

2.3. <u>Strong Corporate Culture</u>

      2.3.1. Top management commitment to hire people with disabilities.

      2.3.2. Availability of disability networks / affinity groups.

      2.3.3. A diversity policy which includes disability.

3. **<u>"Attitudinal and Behavioral Indicators of Inclusive Environments"</u>** inform a company as to whether their inclusive policies and practices are perceived as effective and successful. Understanding these perceptions is critical, as they predict employee behaviors that impact company performance (e.g., engagement predicting productivity). If companies find that they are not being evaluated as highly as they wish, they will be able to revise their policies and practices and impact bottom line outcomes (the next category of benchmarks).

3.1. <u>Perceptions of Managers</u>

      3.1.1. Managerial diversity behaviors

      3.1.2. Paternalism

      3.1.3. Quality of Relationship with one's manager

3.2. <u>Perceptions of Human Resources (HR) Practices</u>

    3.2.1. Perceived fairness of work arrangements and HR practices for employee

    3.2.2. Procedural justice experienced during the accommodation process

    3.2.3. Interactional justice experienced during the accommodation process

3.3. <u>Perceptions of Organization</u>

    3.3.1. Perceived fit between one's skills and demands of the job

    3.3.2. Perceived organizational support

    3.3.3. Psychological empowerment enjoyed on the job

    3.3.4. Climate for inclusion – Fairness

    3.3.5. Climate for inclusion – Openness

    3.3.6. Climate for inclusion – Inclusion in Decision-making

4. **"Bottom Line Outcomes"** represent evaluations of factors that impact a company's performance and thus impact the business case for diversity and inclusion. Companies that move beyond mere diversity to true inclusion find they prove successful along key benchmarks for organizational success.

    4.1.1. Job satisfaction

    4.1.2. Commitment, or loyalty, to company

    4.1.3. Tenure, or length of time with company

    4.1.4. Turnover intention

    4.1.5. Organizational citizenship behaviors

SURVEY DATA: DESCRIPTIVE ANALYSIS OF BENCHMARKS

This section presents the descriptive data for these benchmarks by summarizing the average responses across respondents for survey measures. All measures that comprise the "diversity outcomes," "corporate culture," "attitudinal and behavioral indicators of inclusive environments," and "bottom line outcomes" were asked of all employees (with and without disabilities). Measures comprising "inclusive policies and practices" were asked of supervisors (with and without disabilities), with the exception of "universally designed accommodation policies," which involved all survey respondents (both employees and supervisors with and without disabilities).

Although this section presents summary data (response frequency across response options and average ratings where appropriate), some statistical tests for significant between-group differences are presented here for "attitudinal and behavioral indicators of inclusive environments" and "bottom line outcomes" between people with and without disabilities. The next section presents cross-company, multivariate and multi-level analyses which demonstrate the importance of inclusive policies and practices' impacts on perceptions of inclusive environments and bottom line outcomes, as well as the direct impact of perceptions of inclusive environments on bottom line outcomes.

1. Percentage of Individuals with Disabilities

The sample across these six companies demonstrates a high percentage of respondents with disabilities. The numbers range from 2.9% to 23.9% of respondents with disabilities (see table 1 and figure 1). Except for the one low value of 2.9%, all of the values are near or above the 5.5% rate for disability employment in the private sector (Schur, et al. in press).

The sample sizes for the surveys varied from company to company, but in almost every organization, this percentage translates to a sizable number of individuals with disabilities responding to the survey.

Figure 1

Respondent Disability Status
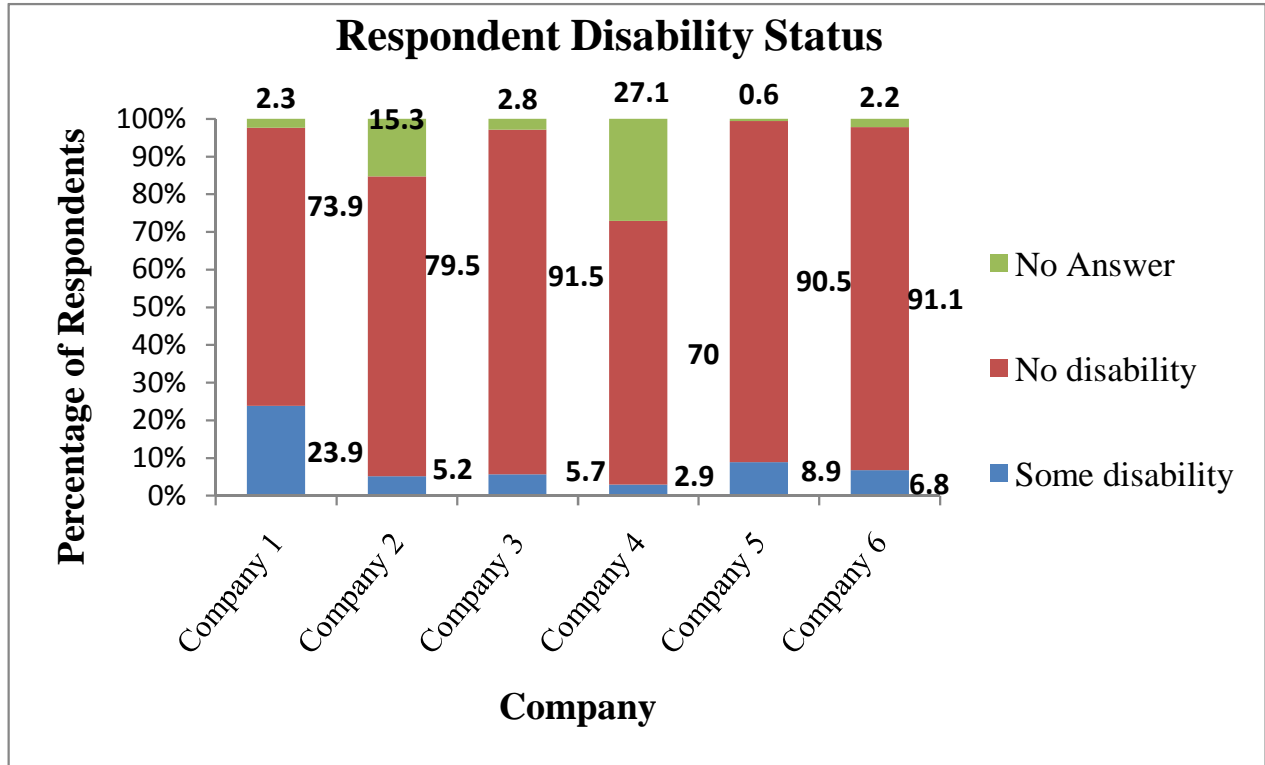
Table 1: Respondent Disability Status						
	Company 1	Company 2	Company 3	Company 4	Company 5	Company 6
No Disability	73.9	79.5	91.5	70.0	90.5	91.1
Some Disability	23.9	5.2	5.7	2.9	8.9	6.8
No Answer	2.3	15.3	2.8	27.1	0.6	2.2
Total	100.0	100.0	100.0	100.0	100.0	100.0

Figure 2

Disability Types across Companies
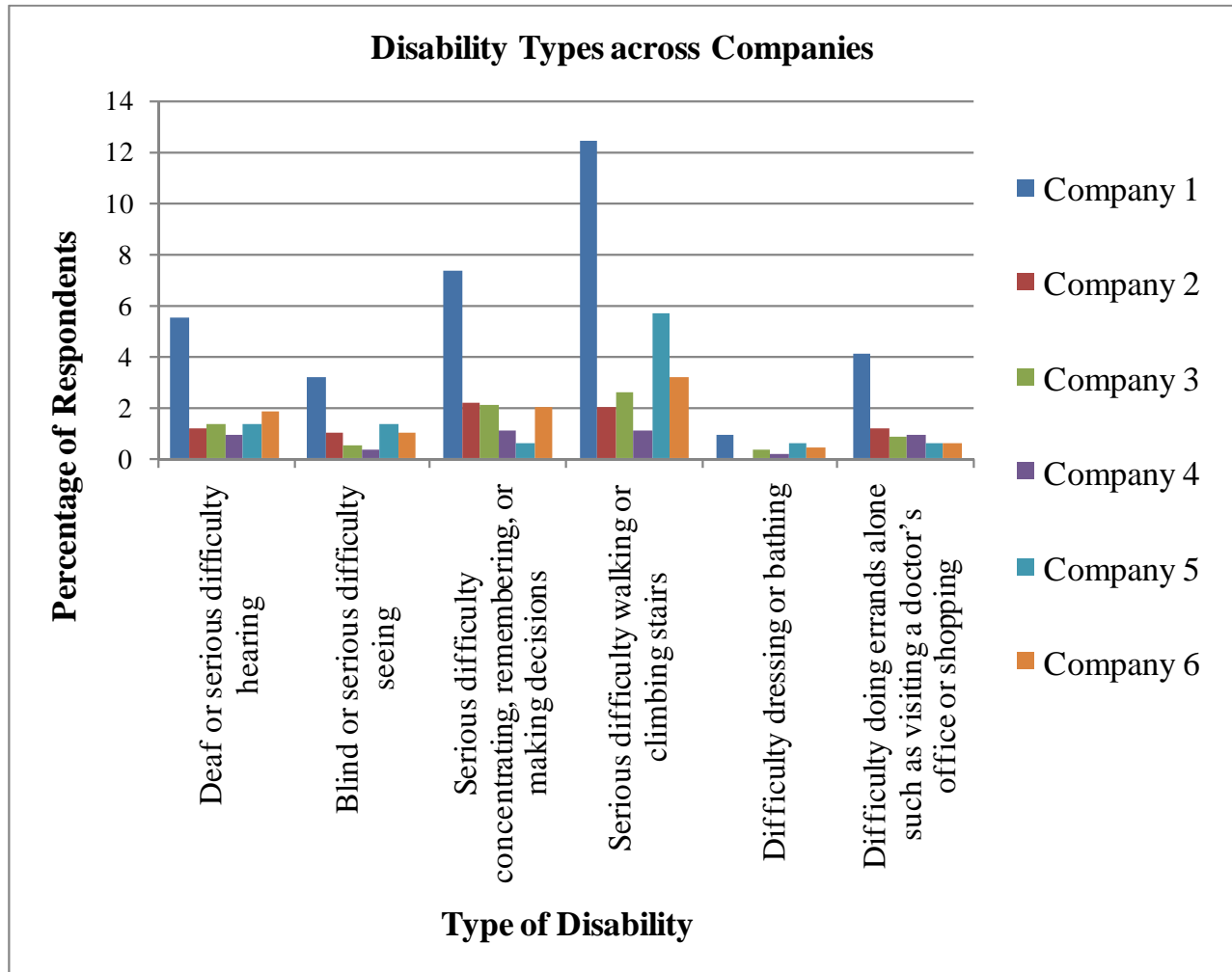
This in turn, translates to two important findings. The first, relevant to the findings presented here, is that a diverse range of people with disabilities employed by these organizations are represented in the final sample. Thus, there is confidence the findings reflect their voice and their perceptions of their organizations' corporate cultures as it pertains to diversity and inclusion. The second important finding is that companies committed to disability diversity and inclusion are employing individuals with disabilities in sizable numbers. In the future, when this survey protocol is used with other organizations that target all or representative samples of their workforce, their rate of disability representation will be one of the first

important benchmarks to calculate and consider as they evaluate their effectiveness in disability diversity. The other benchmarks reviewed will

> In the future, when this survey protocol is used with other organizations that target all or representative samples of their workforce, their rate of disability representation will be one of the first important benchmarks to calculate and consider as they evaluate their effectiveness in *disability diversity*. The other benchmarks reviewed will allow them to evaluate their effectiveness and *disability inclusion* within their workforce.

allow them to evaluate their effectiveness and disability inclusion within their workforce.

As mentioned, we worked in consultation with ODEP, our Blue Ribbon Advisory Panel, and others to identify companies with whom we could assess. The sample companies were identified as having strong corporate policies and practices that positively impact the employment of persons with disabilities. Thus, the sample is aimed towards identifying positive practices and resultant outcomes and may not be considered representative of U.S. employers nationally. Indeed, an express requirement for this initial sample was that it *not* be a representative sample since the aim was to identify companies excelling in disability diversity and inclusion.

Similarly, there are model and positive sample inclinations *within* the companies. Once again, the mandate was to work with companies actively pursuing disability diversity and inclusion within their organizations. With the collaboration of company partners who champion disability diversity and inclusion, survey solicitations went out to populations within an organization that would provide valuable lessons to be learned by other units of the organization as well as other organizations. Thus, even within a company, the initial data are not meant to be representative of the organization as a whole, but rather of the population the company reached out to in its dissemination of the survey. As an example, consider Company 1 in the sample. They have the highest percentage of disability respondents specifically because they actively

targeted the disability workforce within their company. This assures that lessons are being

> *This assures that lessons are being learned about corporate culture as it pertains to people with disabilities from people with disabilities themselves.*

learned about corporate culture as it pertains to people with disabilities from people with disabilities themselves. While their views may not be representative of others within their company, it is precisely for that reason that their responses should be and were included in the survey sample.

How does the current sample compare to national figures? The national estimate of disability prevalence (across gender, race, education level, and aged 21 to 64 years) is 12.9% based on the 2006 American Community Survey (ACS) and the employment rate of these individuals is 37.7% nationally (contrasting with 79.7% for individuals without disabilities)(RRTC, 2007). In the private sector, 6.5 percent of employees are estimated to have disabilities (based on a special analysis of 2006 ACS data for this project). In the Schur et al. study (in press) that was conducted as part of the NBER Shared Capitalism Research Project, 5.5% of the 29,897 US respondents that participated in the study from 2001 to 2006 across 14 companies identified as having a disability.

In the past, Blanck et al. found that companies committed to diversity and inclusion for people with disabilities show a "ripple effect" of this commitment to *all* members of its community (Sears). We may find good representation of other "cognizable" groups such as minorities and women in their workforces. Thus, when evaluating diversity and inclusion benchmarks in a demographic way using the current protocol, it is recommended that the rates of representation of these groups be evaluated as well. Within the sample, there is strong representation of minorities across the companies with differences likely due to regional

variations in community populations where the companies are located. The data support that companies focusing on diversity and inclusion for disability are able to achieve it for other groups as well. Similarly, there is a high representation of women in the sample. Indeed, across all the companies, women are in the majority. This could reflect that women are employed in greater numbers in these organizations, but it also possible that women were more likely to respond to the survey solicitations.

Table 2: Respondent Race/Ethnicity						
	Company 1	Company 2	Company 3	Company 4	Company 5	Company 6
Minority	15.1	15.6	34.0	18.7	18.4	10.1
White	85.3	82.5	65.0	81.0	81.6	90.9

Table 3: Respondent Gender						
	Company 1	Company 2	Company 3	Company 4	Company 5	Company 6
Female	76.5	60.6	79.5	51.4	77.2	64.3
Male	23.5	39.4	20.5	48.5	22.8	35.7

2. Percentage of Individuals with Disabilities in Supervisory Roles

Table 4 presents the percentages of people with and without disabilities across three different levels of management. Although people with disabilities are consistently represented in these categories at lower rates than people without disabilities, the rates are not below the levels of their representation in the organizations as a whole. For example, 24% of the individuals responding to Company 1's survey identified as having a disability; 24% of the respondents also identified as being a first-level manager (or direct supervisor). This parity is roughly the same across the other companies.

Table 4: Respondents with and without Disabilities, by Management Level												
	Company 1		Company 2		Company 3		Company 4		Company 5		Company 6	
Management Level	No disability	Some Disability	No disability	Some Disability	No disability	Some Disability	No disability	Some Disability	No disability	Some Disability	No disability	Some Disability
First-level manager (or direct supervisor)	75.9	24.1	94.2	5.8	95.8	4.2	96.0	4.0	90.3	9.7	92.4	7.6
Mid-level manager	88.5	11.5	97.4	2.6	98.5	1.5	97.0	3.0	100.0	0.0	92.9	7.1
Senior-level manager	83.9	16.1	100.0	0.0	96.6	3.4	97.0	3.0	88.9	11.1	95.2	4.8

In addition to asking respondents to classify their management level, the survey had a question assessing whether respondents supervised anyone. This was done because management classifications vary across companies, and it is important to understand whether responses vary between individuals who do and do not supervise individuals. Being a supervisor is a position of seniority though, so although it may not be classified consistently as "management" it is still instructive to look at the proportions of supervisors with and without disabilities here. The responses to this question may be broken down in two ways.

In the first table, the percentages are illustrated across the rows as follows: within each company sample (Company 1, Company 2, etc.) we illustrate the percentage of people with supervisory responsibilities who report having no disability versus some disability. By comparing these percentages with those shown in Table 1, one can see that overall, the proportion for people with disabilities in supervisory positions matches the level of their representation in the overall survey sample.

The proportion for people with disabilities in supervisory positions matches the level of their representation in the overall survey sample.

In the second table, the percentages are organized in columns in order to illustrate the following: of the respondents who report not having a disability, what percentage has supervisory duties, and what percentage do not? Within a company, it is possible to compare these percentages for individuals without disabilities to the percentages for individuals with disabilities. In the case of Company 1, for example, one can see that 44.2% of individuals without disabilities have supervisory responsibilities, but only 28.8% of individuals with some disability have supervisory responsibilities.

A similar pattern emerged in Company 2, Company 3, and Company 4. In the Company 5 sample, however, the pattern is the opposite, with a higher percentage of people with disabilities having supervisory responsibilities (57.1%) than individuals without disabilities (32.9%). For the Company 6 sample, the proportions of people with and without disabilities who have supervisory responsibilities are equivalent.

Table 5: Respondent Characteristics: Supervisory Duties – by Disability Status within Supervisors												
	Company 1		Company 2		Company 3		Company 4		Company 5		Company 5	
	No Disability	Some Disability	No Disability	Some Disability	No Disability	Some Disability	No Disability	Some Disability	No Disability	Some Disability	No Disability	Some Disability
Supervises	71.1	28.9	96.3	3.7	96.5	3.5	97.2	2.8	85.5	14.5	93.2	6.8
Does not Supervise	82.8	17.2	93.8	6.2	91.2	8.8	95.5	4.5	94.1	5.9	92.9	7.1

Table 6: Supervisory Duties – by Disability Status within Employees												
	Company 1		Company 2		Company 3		Company 4		Company 5		Company 5	
	No Disability	Some Disability	No Disability	Some Disability	No Disability	Some Disability	No Disability	Some Disability	No Disability	Some Disability	No Disability	Some Disability
Supervises	44.2	28.8	35.2	23.8	62.0	38.1	26.7	18.0	32.9	57.1	65.7	64.7
Does not Supervise	55.8	71.2	64.8	76.2	38.0	61.9	73.3	82.0	67.1	42.9	34.1	35.3
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

3. Inclusive Policies and Practices

Strong diversity policies and practices impact an organization's disability diversity and inclusion. Three key domains of policies and practices were identified and categorized as important based on a review of earlier case studies and recent scholarship on NFI winners, earlier surveys, and a 2005 GAO report entitled "Diversity Management: Expert-Identified Leading Practices and Agency Examples" that also identified similar important practices (GAO, 2005; Lengnick-Hall, 2007; McMahon et al., 2004). These are:

(1) **Strong Recruitment, Training, and Advancement Opportunities** including: targeted recruiting of people with disabilities, manager education and training on disability, targeted career advancement opportunities for employees with disabilities, training opportunities that are equitably available and accessible to employees with disabilities, and mentoring/coaching opportunities that are made available to employees with disabilities.

(2) **Strong Accommodations Related Policies and Practices** including: the presence of established procedures for disability accommodations, centralized sources of funding for accommodations, organizational record-keeping on accommodations, universally-designed accommodation policies, and having return-to-work/disability management services available.

(3) **Strong Positive Corporate Culture** which includes: top management commitment to hire and promote people with disabilities, available disability networks/affinity groups, and a diversity policy that includes disability.

Next, we review each of these in turn.

a.   **Recruitment, Training, Advancement Opportunities**

i.   *Targeted recruiting of people with disabilities*

The vast majority of respondents in each company believed that targeted recruitment of people with disabilities was effective to some extent (see Table 7). Company 5 had the most positive views, with 79% of respondents perceiving targeted recruiting practices to be largely or completely effective. Fewer respondents believed these types of policies to be effective to some extent and a minority of respondents in each company believed them not to be effective. The respondents to the survey are existing employees, however, so they are less likely to be concerned with recruitment strategies than they are with policies and practices that impact them directly. Nevertheless, contacts across the companies reported that targeted recruitment strategies were useful for them in their efforts to increase their disability workforce and past research with NFI winners has shown the same.

Table 7: Targeted recruiting of people with disabilities						
	Company 1	Company 2	Company 3	Company 4	Company 5	Company 6
Not Effective	5.3	7.7	3.1	13.0	0	6.5
Effective to a Small Extent	10.5	38.5	10.3	26.1	0	22.1
Effective to Some Extent	57.9	38.5	24.7	43.5	21.1	45.4
Effective to a Large Extent	15.8	15.4	32.0	10.9	36.8	15.6
Completely Effective	10.5	0	29.9	6.5	42.1	10.4
Total	100.0	100.0	100.0	100.0	100.0	100.0

ii. *Manager education and training on disability*

Manager education and training was supported as largely or completely effective for a third of respondents in two of the companies, close to a half in two other companies, and by over three-quarter of respondents in the other two companies. Once again, only a minority of respondents across the companies did not see these policies as effective. In contrast to strategies regarding recruitment, existing employees (our respondents to this survey) are more affected by these forms of policies and practices since managers will learn more about issues that are relevant for them and change their work environment as appropriate. A third of respondents in almost all companies believed these practices were effective to some extent, so there is endorsement for their importance. But as discussed with recruitment strategies, it is possible that respondents still saw this as somewhat removed from impacting their day-to-day needs in their offices.

Table 8: Manager Education and Training on Disability						
	Company 1	Company 2	Company 3	Company 4	Company 5	Company 6
Not Effective	2.5	7.5	0.7	4.4	0	7.0
Effective to a Small Extent	12.5	10.0	2.7	28.3	7.5	22.1
Effective to Some Extent	30.0	40.0	14.0	32.6	15	38.4
Effective to a Large Extent	42.5	32.5	26.7	28.3	22.5	20.9
Completely Effective	12.5	10.0	56.0	6.5	55	11.6
Total	100.0	100.0	100.0	100.0	100.0	100.0

iii. *Targeted career advancement opportunities for employees with disabilities*

With the first two policies reviewed regarding targeted recruiting of persons with disabilities and manager training on disability we saw mostly positive endorsements, but not overwhelming ones. We surmised this may be due to the nature of the policies and practices

insofar as they were focused on job applicants and managers and thus more removed from impacting the employee respondents (although managers did respond to these questions). Here we see patterns in the responses that support this contention. When it comes to evaluating policies and practices that support the targeted career advancement opportunities for employees with disabilities, we see that larger percentages of respondents in each company found these policies largely or completely effective (nearly half to well over a half in three companies and a third in two companies).

We observe other interesting patterns when considering these results in light of the percentage of employees that identified as having a disability in each of these companies. For example, a comparatively smaller proportion of respondents evaluated targeted career advancement opportunities positively in Company 4 as compared to the other companies; this may be related to the fact that this company also had the lowest proportion of employees who identified as having a disability (2.9%), and low representation of employees with disabilities in senior roles (as managers or supervisors). It may be that not enough employees with disabilities are present in their sample to positively evaluate these types of policies. It may also be that the employees that are there in the sample will not view targeted policies for "another group" other than theirs positively, or that existing career advancement opportunities for employees with disabilities are seen as ineffective because the company has a relatively low representation of individuals who self-identify as having a disability (in other words, if the opportunities were better, the company might have a greater number of employees with disabilities).

Table 9: Targeted career advancement opportunities for employees with disabilities						
	Company 1	Company 2	Company 3	Company 4	Company 5	Company 6
Not Effective	7.4	0.0	2.1	5.0	0	4.8
Effective to a Small Extent	3.7	8.3	5.3	30.0	6.3	16.1
Effective to Some Extent	40.7	33.3	16	35.0	12.5	50.0
Effective to a Large Extent	25.9	50.0	27.7	20.0	25	14.5
Completely Effective	22.2	8.3	48.9	10.0	56.3	14.5
Total	100.0	100.0	100.0	100.0	100.0	100.0

iv. *Training opportunities are equitably available and accessible to employees with disabilities*

Unlike the description of the policies and practices described previously, this benchmark is framed in terms of opportunities being "equitably available" across groups, not as being targeted to a specific group. For this reason, there should be more positive endorsement of these policies, and indeed this is the case. Across the companies, approximately three quarters of respondents viewed these policies as largely or completely effective. In Company 6, this was true for a little over a half of respondents and in Company 5 this was true for 87% of respondents, which is once again more positive than for the policies and practices discussed so far. This is encouraging data that supports that employees believe it important that opportunities are not available or largely accessible to a select few within the organization, but rather that everyone may access what they need.

Figure 3

Percent
training o

Company 6 | 5 | 10 | 34 | 26 | 26
2.6
Company 5 | 10.5 | 26.3 | 60.5
Company 4 | 8.1 | 15.1 | 44.2 | 32.6
1.4
Company 3 | 5.6 | 11.8 | 22.2 | 59
1.5   1.5
Company 2 | 11.9 | 46.3 | 38.8
Company 1 | 5 | 16.7 | 36.7 | 41.7

Legend:
- Not Effective
- Effective to a Small Extent
- Effective to Some Extent
- Effective to a Large Extent
- Completely Effective
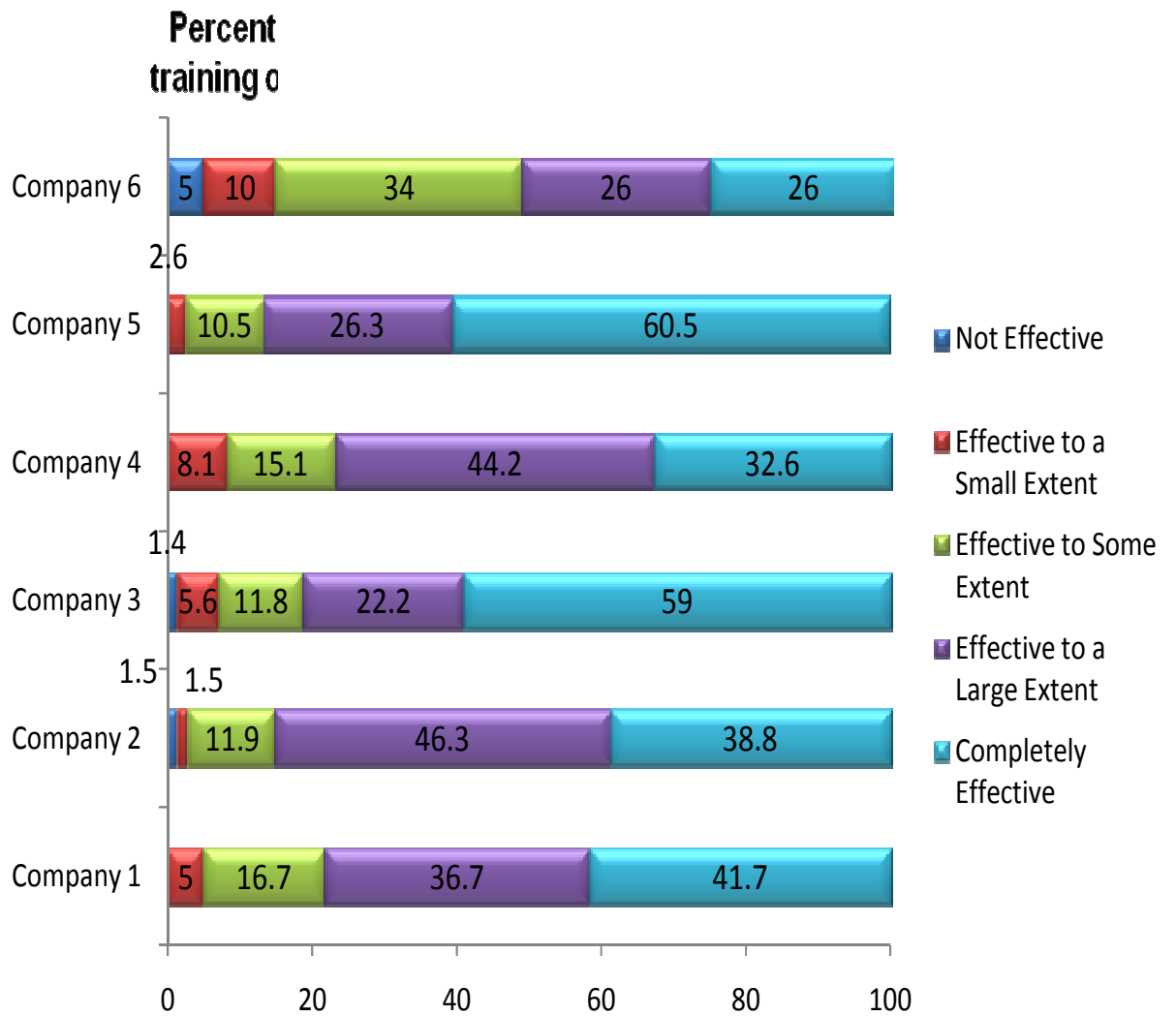
Table 10: Training opportunities are equitably available and accessible to employees with disabilities						
	Company 1	Company 2	Company 3	Company 4	Company 5	Company 6
Not Effective	0.0	1.5	1.4	0.0	0	5.0
Effective to a Small Extent	5.0	1.5	5.6	8.1	2.6	10.0
Effective to Some Extent	16.7	11.9	11.8	15.1	10.5	34.0
Effective to a Large Extent	36.7	46.3	22.2	44.2	26.3	26.0
Completely Effective	41.7	38.8	59	32.6	60.5	26.0
Total	100.0	100.0	100.0	100.0	100.0	100.0

Similar to believing that training opportunities should be equitably available to employees with disabilities, between one-half to three-quarters of respondents across the companies believe that their companies' mentoring and coaching practices are largely or completely effective.

Table 11: Mentoring/coaching opportunities are made available to employees with disabilities						
	Company 1	Company 2	Company 3	Company 4	Company 5	Company 6
Not Effective	0.0	0.0	3.5	0.0	0	3.8
Effective to a Small Extent	6.0	0.0	5.6	15.2	3.2	5.7
Effective to Some Extent	24.0	13.6	10.4	25.8	19.4	35.2
Effective to a Large Extent	26.0	54.2	22.2	33.3	22.6	28.6
Completely Effective	44.0	32.2	58.3	25.8	54.8	26.7
Total	100.0	100.0	100.0	100.0	100.0	100.0

b. **Accommodations Related Policies and Practices**

i. ***Clear policies and procedures for disability accommodations***

The majority of respondents in all companies believed that accommodations policies and procedures were clear and largely or completely effective. For four of the companies, this was a large majority (65% - 92%), however for Company 4 and Company 6 these majorities are slimmer (54% and 55% respectively). These two companies have lesser positive evaluations of other policies and practices as reviewed earlier (see e.g., data regarding "targeted career advancement opportunities for people with disabilities"). Similar to those policies, the framing of this policy is disability-specific. Once again then, there are two rationales for these lower

positive endorsements: (1) that not enough people with disabilities are present in the sample (true for Company 4 which had the lowest rate of 2.9%) who may be more likely to positively view these policies or (2) that employees without disabilities do not view targeted policies for "another group" as positively as they view policies that are framed more universally.

Table 12: Clear policies and procedures for disability accommodations						
	Company 1	Company 2	Company 3	Company 4	Company 5	Company 6
Not Effective	0.0	0.0	1.4	1.0	0	3.0
Effective to a Small Extent	4.5	7.6	2.2	8.7	0	10.0
Effective to Some Extent	30.3	21.2	22.3	35.9	8.3	32.0
Effective to a Large Extent	43.9	51.5	29.5	38.8	36.1	32.0
Completely Effective	21.2	19.7	44.6	15.5	55.6	23.0
Total	100.0	100.0	100.0	100.0	100.0	100.0

ii. *Centralized source of funding for accommodations*

Centralized sources of funding for accommodations have been championed as a best practice as they have proven effective in organizations that utilize them. They reduce pressure on supervisors

An employee receiving accommodations on the cost:

"There is a 20% increase in savings to the company as a result of this change. For me, the savings are priceless."

and managers responsible for making accommodations and who may be reluctant to use departmental funds since their use impacts their bottom-line (a performance measure for them). Thus, it would be expected that there is strong endorsement for the effectiveness of these policies across the 6 companies, but this is not the case.

The majority of respondents in Companies 3 and 5 did view this practice as largely or completely effective (77% and 88%), but in Companies 1 and 2 the majorities are slim (52% and 54%) and in Companies 4 and 6 the positive endorsement rates are much lower (39% and 35%). One reason why there is more equivocal endorsement of the effectiveness of this practice may be

that accommodation costs are recognized as being low (and benefits relatively high) and thus the impact to a department's bottom line is not an over-arching concern or even perceived as positive. Conversely, respondents may feel that it is easier to use and access funds when they are held at the department level, or that eliminating another layer of bureaucracy (having to go to a central source) expedites accommodations-related decisions (perhaps particularly in decentralized organizations).

Table 13: Centralized source of funding for accommodations						
	Company 1	Company 2	Company 3	Company 4	Company 5	Company 6
Not Effective	0.0	0.0	3.2	5.6	0	0.0
Effective to a Small Extent	0.0	7.7	6.5	16.7	0	16.7
Effective to Some Extent	47.6	38.5	12.9	38.9	11.8	48.2
Effective to a Large Extent	33.3	38.5	32.3	27.8	17.6	18.5
Completely Effective	19.0	15.4	45.2	11.1	70.6	16.7
Total	100.0	100.0	100.0	100.0	100.0	100.0

iii. Organization keeps data on accommodations

Similar to previous response patterns, Companies 4 and 6 provide the lowest positive endorsements of the practice of keeping data on accommodations. Companies 1, 2, 3, and 5 have strong majorities (65% to 92%) of respondents viewing accommodations as largely or completely effective.

Table 14: Organization keeps data on accommodations						
	Company 1	Company 2	Company 3	Company 4	Company 5	Company 6
Not Effective	0.0	0.0	3.2	4.0	0	5.4
Effective to a Small Extent	9.4	5.6	1.6	12.0	0	14.6
Effective to Some Extent	25.0	16.7	15.9	44.0	7.1	45.4
Effective to a Large Extent	53.1	66.7	34.9	20.0	21.4	18.2
Completely Effective	12.5	11.1	44.4	20.0	71.4	16.4
Total	100.0	100.0	100.0	100.0	100.0	100.0

iv. *Accommodations are universally utilized*

The values in this table represent the percentage of respondents who requested an accommodation (for a complete table including "no" responses, see Table 47 to 58 in Appendix B). In order to evaluate whether accommodations were used for disability purposes, the data can be examined according to two variables, both of which are presented in the table.

> *An employee narrates:*
> **"I requested to be able to telecommute one day a week. Not due to a disability or anything related to ADA....just to help me keep my sanity! :) My supervisor is so supportive and helped me make it work. I feel that I am a better employee because of this."**

The first two rows in table 15 are constructed from the set of demographic questions identifying disability. The third row is a question in the accommodations section of the

> *Consistently, what is evident is that accommodations are being utilized by individuals without disabilities at high rates, and that not all individuals with disabilities are requesting accommodations. Such data supports the value of accommodations as universally valuable in an organization for all employees.*

survey that specifically asks whether accommodations were requested for the purpose of disability, health, or impairment. As is evident, these two populations do not overlap perfectly. Consistently, what is evidence is that accommodations are being utilized by individuals without disabilities at high rates, and that not all individuals with disabilities are requesting accommodations. Such data supports the value of accommodations as universally valuable in an organization for all employees.

Figure 4

Percentage of employees with and without disabilities, among those who reported asking for accommodations
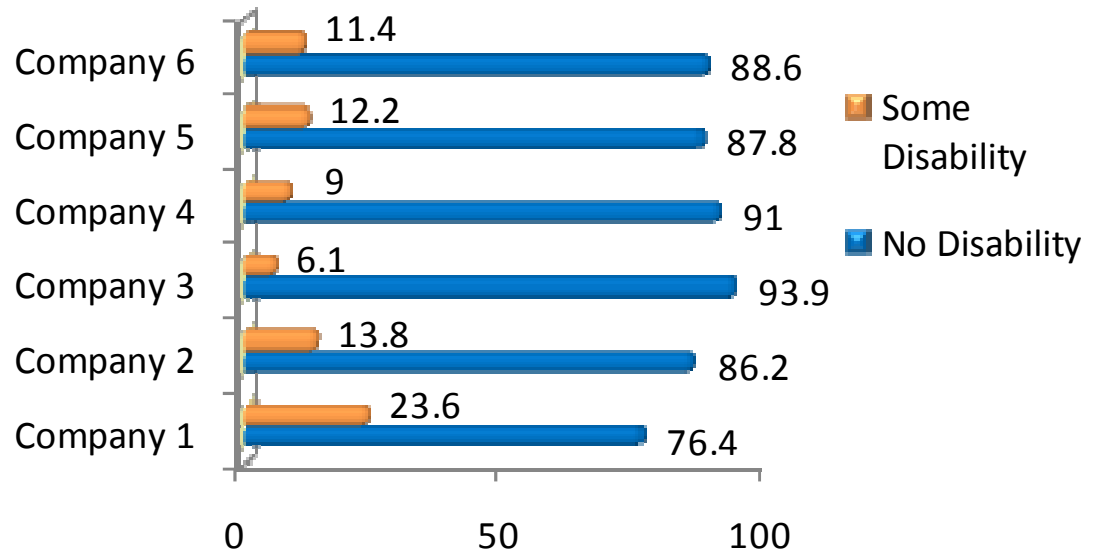
Table 15: Accommodation Requests						
	Company 1	Company 2	Company 3	Company 4	Company 5	Company 6
No Disability	76.4	86.2	93.9	91.0	87.8	88.6
Some Disability	23.6	13.8	6.1	9.0	12.2	11.4
Accommodation Request was due to Health Condition, Disability, or Other Impairment	50.0	27.1	15.2	NA	24.0	100.0

Similar to the other policies and practices reviewed in this section, the majority of respondents endorsed these services as largely or completely effective (60% to 90%). Company 6 was an exception, with only 47% strongly providing positive endorsement and over a third (38%) providing moderate endorsement (citing the practice as effective to some extent).

A coworker of an employee who acquired a disability says:

"They were able to work more hours because of the accommodations made so we weren't as hard pressed for productive people, whereas if the changes weren't made, they wouldn't have been able to come back to work for quite awhile."

Table 16: Return-to-work/disability management services available						
	Company 1	Company 2	Company 3	Company 4	Company 5	Company 6
Not Effective	2.0	0.0	1.6	7.1	0	3.5
Effective to a Small Extent	5.9	1.5	4.7	4.4	2.6	10.5
Effective to Some Extent	31.4	12.3	10.2	26.6	7.9	38.4
Effective to a Large Extent	25.5	52.3	24.4	41.6	39.5	20.9
Completely Effective	35.3	33.8	59.1	20.3	50	26.7
Total	100.0	100.0	100.0	100.0	100.0	100.0

c. Corporate Culture

The following three tables presents respondents' average rating (represented by the "mean" value and falling on a scale of 1-5, with 5 representing strong agreement) of the extent of top management commitment to hire people with disabilities. Also presented are the corollary values of standard deviation for each company, reflecting variability around the average rating.

i. Extent of Top management commitment to hire people with disabilities

On average, there are moderately high scores across the 6 companies and across respondents with and without disabilities. Also, people with disabilities are rating their companies just as high as or higher than people without disabilities across most companies.

Notably different is Company 2, where respondents provided the lowest ratings *and* respondents with disabilities provided lower ratings than their counterparts (ratings below the mid-point of the scale, reflecting a negative overall rating).

Table 17: Extent of Top management commitment to hire people with disabilities												
	Company 1		Company 2		Company 3		Company 4**		Company 5		Company 6	
	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.
No disability	3.41	1.13	3.25	1.20	3.90	1.10	3.40	1.30	4.47	0.70	3.72	1.05
Some disability	3.63	1.19	2.50	2.12	4.14	1.21	4.21	1.13	4.73	0.65	4.19	0.91

** Differences between means significant at the .01 level

ii. Extent of availability of Disability networks/affinity groups

The average ratings regarding the availability of disability networks or affinity groups are moderately high and higher than the average ratings were regarding top management commitment to hiring people with disabilities. However, there is a different pattern across the companies and between respondents with and without disabilities. Here, only Companies 3, 4, and 6 have higher ratings by respondents with disabilities.

Table 18: Extent of availability of Disability networks/affinity groups												
	Company 1		Company 2		Company 3		Company 4*		Company 5*		Company 6	
	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.
No disability	3.99	0.97	3.50	1.06	4.09	1.07	3.80	1.21	4.59	0.58	3.73	1.07
Some disability	3.35	1.27	3.00	1.73	4.43	0.79	4.48	1.06	4.11	1.17	4.08	1.24

* Differences between means significant at the .05 level

iii. Extent to which Diversity policy includes disability

Once again, the average rating scores have increased for this question regarding the extent to which the diversity policy encompasses disability. In addition, we now see that

Figure 5

Inclusion of disability in diversity policy
[Mean score (1:Not effective to 5:Completely effective)]
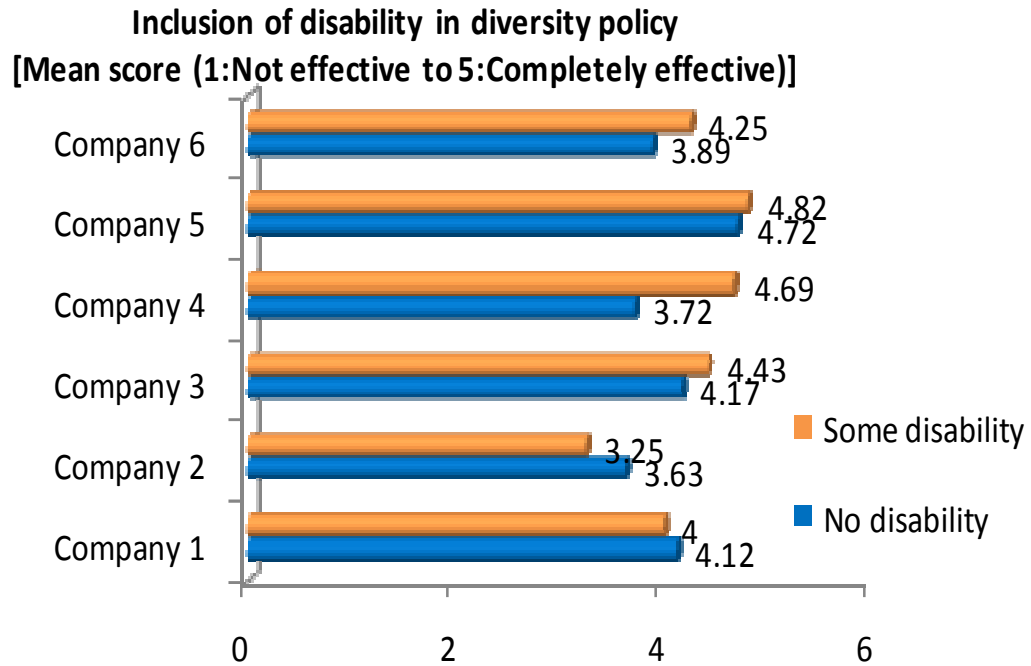
respondents with disabilities are reporting higher scores than their counterparts without disabilities in the majority of companies. Only Company 1 and Company 2 present

> *As we describe in our cross-company analyses, this third measure of corporate culture was the only one that predicted commitment to the organization and job satisfaction across all employees.*

average ratings by respondents with disabilities that are lower. Consistently across these three questions, we have seen that Company 2 is receiving lower ratings overall, and in particular from respondents with disabilities. As we describe in our cross-company analyses, this third measure of corporate culture was the only one that predicted commitment to the organization and job satisfaction across all employees.

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Table 19: Extent to which Diversity policy includes disability											
	Company 1		Company 2		Company 3		Company 4**		Company 5		Company 6	
	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.
No disability	4.12	1.06	3.63	1.15	4.17	1.08	3.72	1.42	4.72	0.53	3.89	1.12
Some disability	4.00	1.26	3.25	1.71	4.43	0.79	4.69	1.10	4.82	0.60	4.25	1.13

** Differences between means significant at the .01 level

4. Attitudinal and Behavioral Indicators of Inclusive Environments

a. Perceptions of Managers

i. *Managerial diversity behaviors*

This scale (on a scale of 1-5, with 5 indicating strong agreement) assesses employees' perceptions about the extent to which managers engage in the types of behaviors that are required to create an environment in which diversity is valued. The items capture the extent to which managers are inclusive of all unit members, as evidenced in the way the manager acknowledges the contributions of all employees,

A participating manager on granting an accommodation request:

"it sent a message to my team that employees were valued and it opened the door for conversations with other employees about special needs they may have had (not necessarily related to a physical disability)"

provides a work environment that meets the needs of all employees, and treats all employees with respect.

Figure 6

Managerial Diversity Behaviors
[Mean score (1: Strongly disagree to 5: Strongly Agree)]
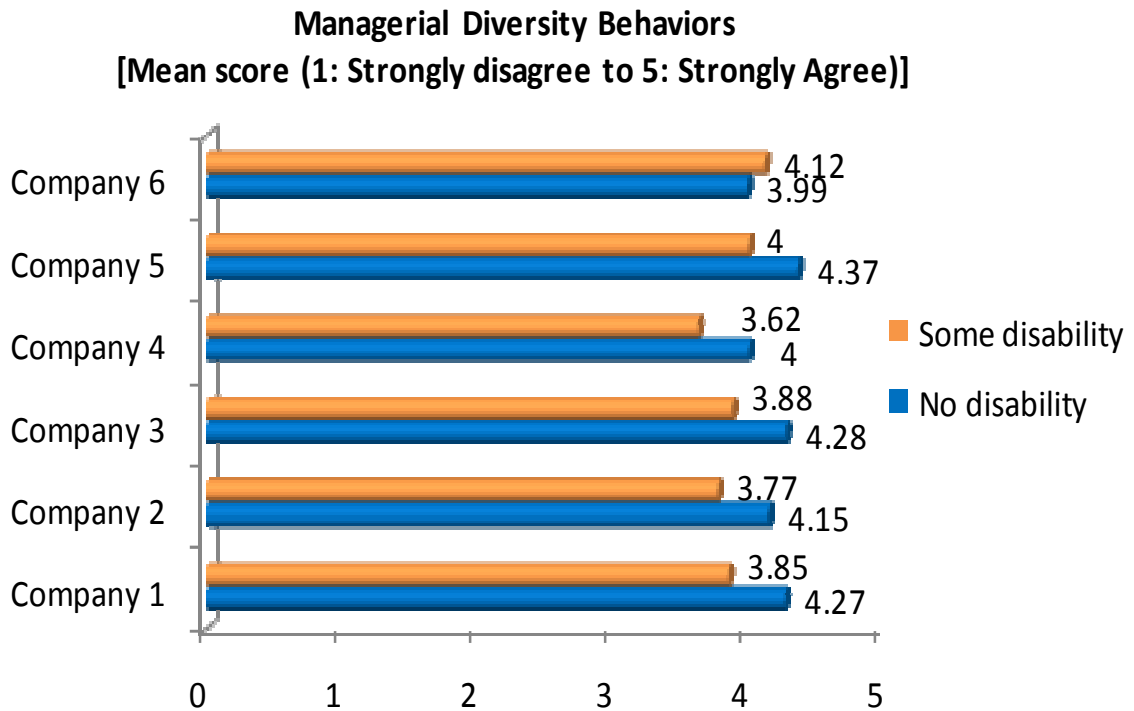
Respondents' ratings of managerial diversity behaviors indicate strong positive

agreement regarding the behaviors of managers in creating an inclusive environment. This is

true across the majority of companies. However, this pattern is less pronounced for respondents

with disabilities, who provided lower scores than their counterparts without disabilities in 5 out

of the 6 companies (Company 6 reported higher ratings by respondents with disabilities). Only

in Company 4 was this difference statistically significant (meaning it represents a true difference

between the groups and not a difference in numbers that occurred merely by chance). Company

4 had the highest number of respondents to its survey overall however, so the reason statistically

significant differences are not being found with the other companies may be because the sample

sizes in those companies are not large enough to detect significant differences. Cross-company

analyses revealed this variable to be very important, as it affected several other attitudinal

measures

Table 20: Managerial diversity behaviors											
	Company 1		Company 2		Company 3		Company 4*		Company 5		Company 6	
	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.
No disability	4.27	0.59	4.15	0.78	4.28	0.82	4.00	0.83	4.37	0.78	3.99	0.80
Some disability	3.85	1.06	3.77	0.95	3.88	1.07	3.62	1.13	4.00	0.00	4.12	0.84

* Differences between means significant at the .05 level

ii. Paternalism

These items (again, rated on a scale of 1-5, with 5 indicating strong agreement) capture employees' perceptions of the extent to which their supervisor treats them as children and limits their autonomy, supposedly for their own benefit. Some preliminary research suggests that employees with disabilities are more susceptible to being treated in a paternalistic way by their managers (Blanck & Marti, 1997).

Respondents across the 6 companies provided average ratings around 2.5 indicating a moderate level of disagreement with the notion that their supervisors treat them paternalistically, which is a positive finding. In almost all the companies, respondents with disabilities did provide slightly higher average ratings indicating they were slightly more likely to feel paternalistically treated (it was the opposite for Company 5), but again this difference is only statistically significant for Company 4.

Table 21: Paternalism											
	Company 1		Company 2		Company 3		Company 4**		Company 5		Company 6	
	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.
No disability	2.31	0.80	2.19	0.68	1.97	0.83	2.31	0.72	2.13	0.80	2.47	0.81
Some disability	2.44	0.95	2.25	0.75	2.08	0.71	2.53	0.83	1.75	0.45	2.57	0.61

iii.   Quality of relationship with one's manager

Leaders usually do not develop the same quality relationships with all subordinates. Instead, the relationships that leaders develop with their subordinates range from low-quality economic exchange relationships in which subordinates are only motivated to do what is formally required by their job descriptions but little more, to high-quality social exchange relationships characterized by mutual trust, respect, and obligation. This scale measures employees' perceptions regarding the quality of the relationship with their supervisor.

Research shows employees who enjoy high quality relationships with their supervisors are more likely to have access to valued developmental opportunities and resources, personally motivating exchanges with the supervisor, and important group responsibilities.

Research shows employees who enjoy high quality relationships with their supervisors are more likely to have access to valued developmental opportunities and resources, personally motivating exchanges with the supervisor, and important group responsibilities. Therefore, they are also more likely to feel engaged, included, and less likely to turnover.

Across the 6 companies we see moderately high average ratings suggesting positive relationships with managers, which correspond to the low ratings regarding paternalism presented previously. But, once again, respondents with disabilities are providing slightly lower ratings (in Companies 1 through 4) and here that difference is significant statistically for all 4 companies. Only Companies 5 and 6 found equivalent ratings for respondents with and without disabilities.

Figure 7

Quality of relationship with one's manager
Mean Score (1: Strongly disagree to 5: Strongly agree)]
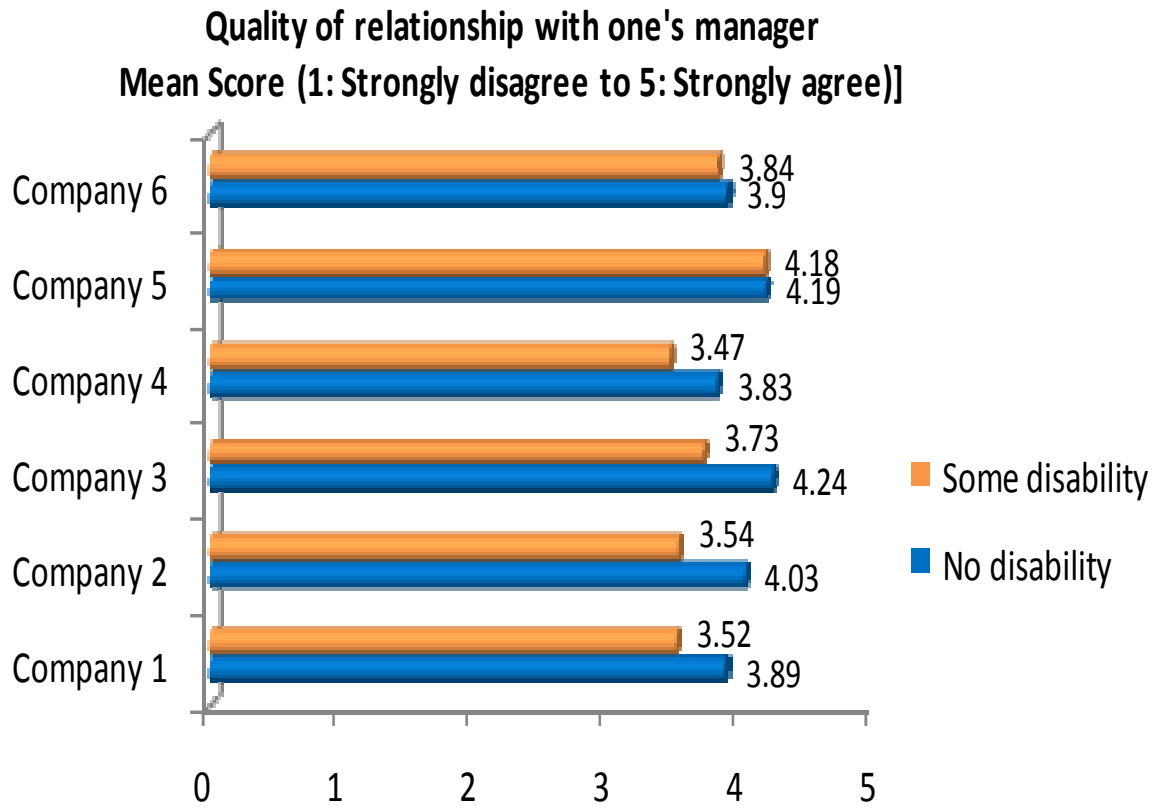
Table 22: Quality of relationship with one's manager												
	Company 1*		Company 2**		Company 3**		Company 4*		Company 5		Company 6	
	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.
No disability	3.89	0.76	4.03	0.78	4.24	0.76	3.83	0.81	4.19	0.74	3.90	0.85
Some disability	3.52	0.96	3.54	1.02	3.73	1.01	3.47	1.03	4.18	0.85	3.84	0.92

* Differences between means significant at the .05 level
** Differences between means significant at the .01 level

b. Perceptions of Human Resources Practices

i. Perceived fairness of work arrangements and HR practices for employee

This scale assesses the extent to which an employee believes that his or her work outcomes, such as rewards and recognition, are fair. The outcomes include pay level, work schedule, workload, and job responsibilities. Research has shown that people's fairness perceptions are associated with their willingness to engage in citizenship behaviors, which are ultimately related to group and organizational performance.

The pattern of responses for this question is the same as those regarding the quality of relationship with one's manager: moderately high ratings that are higher for respondents without disabilities (significantly so for Companies 1 through 4), suggesting that overall, employees without disabilities tend to perceive that they are treated more fairly (or receive fairer HR outcomes) than employees who report having a disability.

| Table 23: Perceived fairness of work arrangements and HR practices for employee												
	Company 1*		Company 2**		Company 3**		Company 4*		Company 5		Company 6	
	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.
No disability	3.94	0.70	3.89	0.60	3.99	0.62	3.58	0.69	4.14	0.60	3.59	0.69
Some disability	3.53	0.87	3.32	0.67	3.43	0.82	3.35	0.72	4.04	0.31	3.61	0.83

* Differences between means significant at the .05 level; ** Differences between means significant at the .01 level

ii. Procedural justice experienced during accommodation process

These items (on a scale of 1-5, with 5 indicating complete agreement) assess the extent to which employees feel the formal procedures used in the accommodation process are fair. Research generally shows that people's procedural justice perceptions influence the acceptance of, and satisfaction with, the ultimate outcome of decisions.

Respondents provided moderately high ratings of agreement that procedures during accommodation processes were fair, although once again these ratings tended to be lower for respondents with disabilities. The difference between respondents with and without disabilities was only statistically significant in Company 4.

Figure 8

Procedural justice experienced during accommodations process
[Mean score (1:Not at all to 5:Completely)]
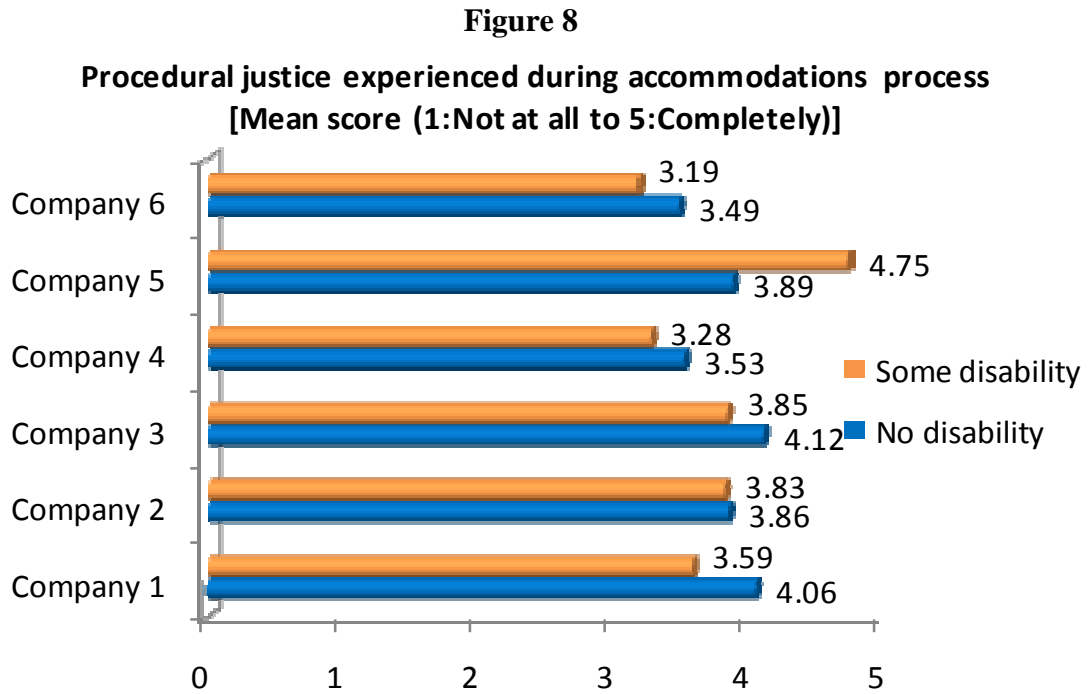
| Table 24: Procedural justice experienced during accommodation process												
	Company 1		Company 2		Company 3		Company 4*		Company 5		Company 6	
	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.
No disability	4.06	0.74	3.86	1.05	4.12	0.85	3.53	1.07	3.89	1.08	3.49	1.11
Some disability	3.59	1.02	3.83	1.30	3.85	0.91	3.28	1.29	4.75	0.42	3.19	1.13

* Differences between means significant at the .05 level

iii. *Interactional justice experienced during accommodation process*

These items (also on a scale of 1-5, with 5 indicating complete agreement) assess the extent to which employees feel that the way in which they were treated during the accommodation process was fair and considerate. Items measure interpersonal justice, or being treated with respect and dignity, *and* informational justice, or being provided with adequate explanations about decisions being made. Similar to procedural justice, research generally shows that people's interactional justice perceptions influence their acceptance of, and satisfaction with, the ultimate outcome of decisions.

Figure 9

Interactional justice experienced during the accommodations
process [Mean score (1:Not at all to 5:Completely)]
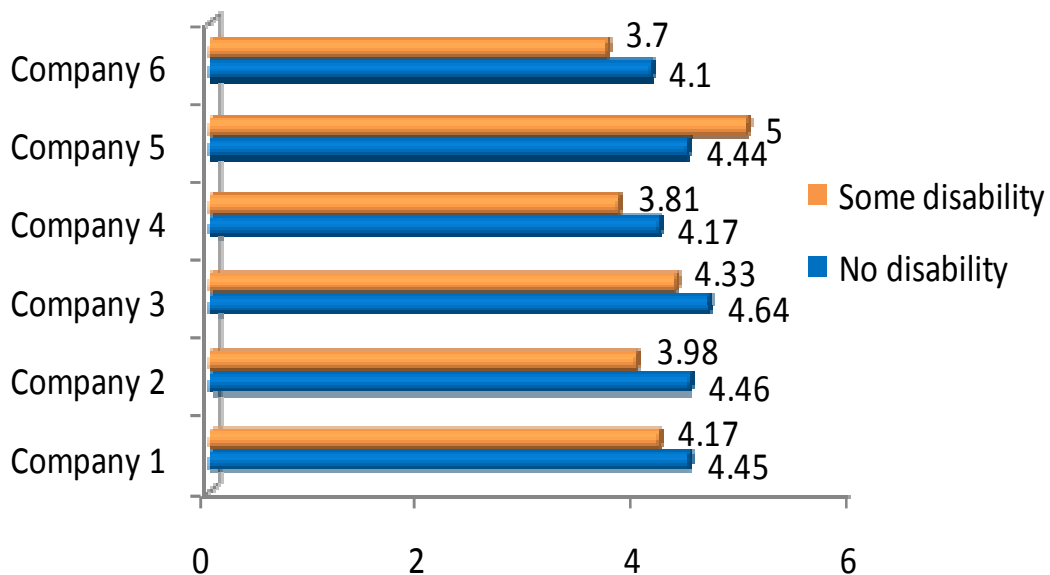
While the pattern of ratings for interactional justice is the same as it was for procedural

justice, the ratings are comparatively higher

across the board. This is a positive finding that

indicates that, employees feel respected and

treated on personal levels when requesting

accommodations despite their earlier responses

This is a positive finding that indicates that, employees feel respected and treated on personal levels when requesting accommodations despite their earlier response indicating less positive perceptions of the processes themselves.

indicating less positive perceptions of the processes themselves.

Table 25: Interactional justice experienced during accommodation process											
	Company 1		Company 2		Company 3		Company 4*		Company 5		Company 6
	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.
No disability	4.45	0.75	4.46	0.91	4.64	0.66	4.17	0.98	4.44	1.00	4.10	1.05
Some disability	4.17	1.15	3.98	1.41	4.33	1.05	3.81	1.31	5.00	0.00	3.70	1.29

* Differences between means significant at the .05 level

c. Perceptions of Organization

i. Perceived fit between one's skills and the demands of the job

This scale (ratings range from 1-5, with 5 representing strong agreement) assesses

respondents' judgments about the congruence between their skills or abilities and the demands of

their job. Research shows that if a person's ability is too low, work processes will be less

efficient and work outcomes will be lower in quality; if a person's ability level is too high, s/he is

more likely to become complacent or uninterested in one's job. Therefore, misfit in either

direction can be frustrating for employees and lead to poorer performance.

Once again, respondents across all companies provided moderately high ratings

indicating they feel a good fit exists between their skills and their jobs. Ratings were slightly

lower in all companies for respondents with disabilities, except for Company 2, although this

difference was only statistically significant for Company 4. This finding suggests that one way

of more fully including and engaging employees who report having a disability may be to examine the ways in which the fit between their skills and the demands of the job can be improved. More work is underway at the Burton Blatt Institute on this issue and needed to understand whether employees who report having disabilities feel that their abilities are higher than that which is required by their jobs.

Table 26: Perceived fit between one's skills and the demands of the job												
	Company 1		Company 2		Company 3		Company 4*		Company 5		Company 6	
	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.
No disability	4.02	0.87	4.11	0.79	4.33	0.76	4.13	0.80	4.55	0.48	4.73	1.13
Some disability	4.00	0.71	4.21	0.64	3.92	1.05	3.81	1.03	4.33	1.06	4.69	1.41

* Differences between means significant at the .05 level

ii. *Perceived organizational support*

The Perceived Organizational Support scale (ratings range from 1-5, with 5 representing strong agreement) assesses employee perceptions about the extent to which the organization is willing to reward greater efforts by the employee because it values the employee's contribution and cares about his or her well-being. Past research has shown that POS is related to job satisfaction, commitment, turnover intentions, and citizenship behaviors.

The ratings across all 6 companies are moderately high in agreement, with ratings lower for respondents with disabilities (statistically significant for Companies 2 through 4), indicating that employees without disabilities feel more valued and supported by their organizations.

Table 27: Perceived organizational support												
	Company 1		Company 2**		Company 3**		Company 4*		Company 5		Company 6	
	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.
No disability	3.85	0.81	3.81	0.86	4.13	0.77	3.25	0.90	4.08	0.72	3.45	0.87
Some disability	3.51	0.93	3.10	1.28	3.64	1.16	2.83	1.06	4.12	0.97	3.46	1.00

* Differences between means significant at the .05 level
** Differences between means significant at the .01 level

iii. Psychological empowerment enjoyed on the job

Empowerment refers to the intrinsic motivation that one experiences in his/her job. We assessed two aspects of psychological empowerment: self-determination and meaning. Self-determination assesses the extent to which employees feel they experience choice and autonomy in how they go about their work. Meaning refers to the value of a job, judged in relation to one's own ideals or standards.

A supervisor/manager states:

"Key collateral benefit [of granting accommodation requests] was psychological"

Once again, the ratings across all 6 companies are moderately high in agreement indicating that employees do feel intrinsic motivation in their job. Ratings by respondents with disabilities were slightly lower, and this difference was statistically significant for Companies 2, 3, and 4. It

Another supervisor/manager says:

"By making these minor changes, the employee in question felt an increased sense of worth to the firm, which increased the employee's loyalty to the firm."

is possible that lower reports of meaningfulness are associated with experiences of greater mis-fit between one's abilities and the demands of the job among employees who report having disabilities.

Table 28: Psychological empowerment enjoyed on the job												
	Company 1		Company 2*		Company 3*		Company 4*		Company 5		Company 6	
	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.
No disability	3.93	0.85	4.14	0.71	4.42	0.58	3.92	0.72	4.36	0.58	3.94	0.68
Some disability	3.81	0.76	3.54	1.28	4.00	1.02	3.74	0.92	4.44	0.64	4.00	0.68

* Differences between means significant at the .05 level

iv. Climate for inclusion

When an organization has a positive climate for inclusion its policies and practices focus not only on reducing discrimination and increasing representation of diverse employees throughout the organization, but also on creating a work environment that "feels" inclusive to all employees. Inclusive organizations are also characterized by practices and norms that facilitate the full utilization of diverse human resources and their perspectives in order to maximize the employees' and organization's potential. Climate for inclusion involves three dimensions, each which are measured (on a scale of 1-5, with 5 representing strong agreement) by a set of items: fairness of employment practices, openness of the work environment, and inclusion in decision-making. We review our findings for each important dimension in turn.

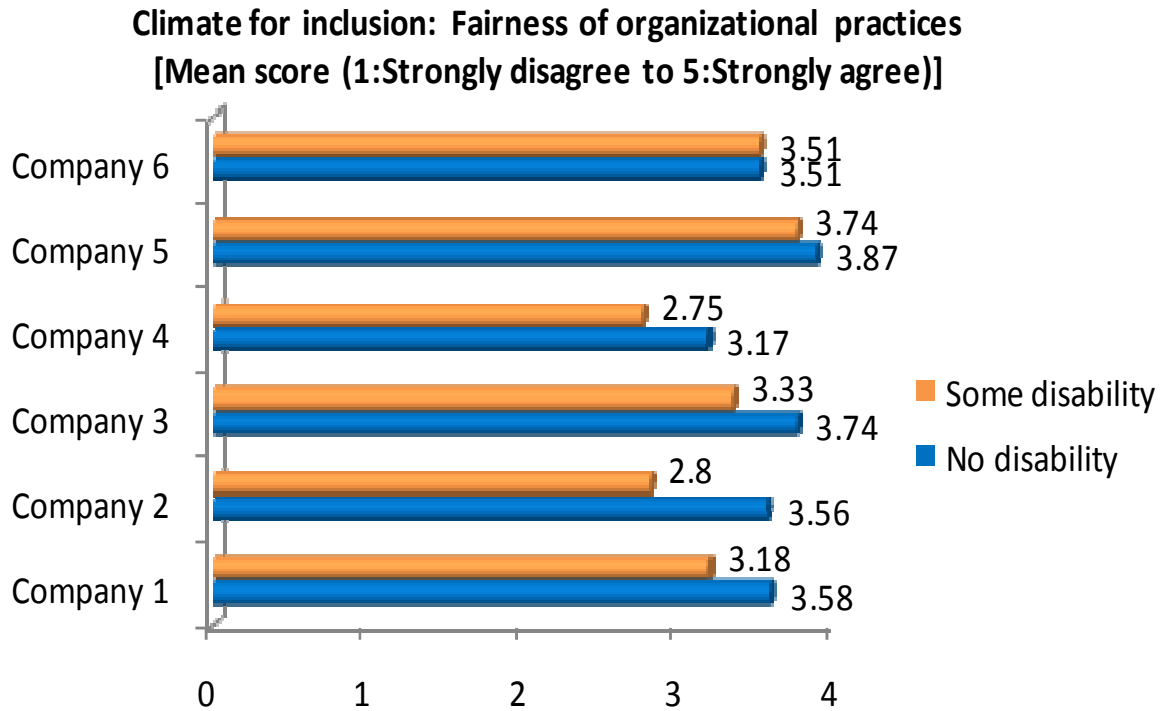*Climate for Inclusion – Fairness of employment practices.*

This dimension captures the extent to which the organization's HR policies and practices ensure a fair and level playing field for all employees. This dimension reflects the assumption that in order to create

> *A supervisor/manager discusses coworker resentment about accommodations for an employee:*
>
> **"There was some initial resentment until the situation was discussed openly and other employees were made aware that the employee was still expected to produce an equal share of work, just on a different schedule and the same flexibility and accomodation was available to anyone who needed it."**

a truly inclusive work environment, organizations must first design and implement practices without bias to ensure diverse representation throughout the organization, earn the goodwill of its employees, and set the stage for an organizational environment that is characterized by openness and learning.

Figure 10

Climate for inclusion: Fairness of organizational practices
[Mean score (1:Strongly disagree to 5:Strongly agree)]

Respondents' ratings indicate moderate agreement that their companies' human resources policies and practices ensure a fair and level playing field for all employees. In companies 1, 2, 3, and 4, respondents with disabilities provided statistically significant lower ratings on this dimension of inclusion.

Table 29: Climate for inclusion: fairness of employment practices												
	Company 1**		Company 2**		Company 3*		Company 4*		Company 5		Company 6	
	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.
No disability	3.58	0.83	3.56	0.76	3.74	0.75	3.17	0.80	3.87	0.74	3.51	0.71
Some disability	3.18	1.07	2.80	1.05	3.33	0.93	2.75	0.88	3.74	0.77	3.51	0.93

* Differences between means significant at the .05 level
** Differences between means significant at the .01 level

This dimension assesses the extent to which the organization's assumptions, values, and norms are truly inclusive in nature. When the work environment is open to differences, employees are less likely to perceive that there is some ideal profile to which they must conform but which conflicts with their true identity. As a result, individuals can engage their "whole" selves rather than adopt personas that they believe will help them to be accepted.

Participant view on the benefits of granting accommodations:

"Team members became more tolerant/understanding of disabilities. Became more of a team atmosphere and let team members know that leadership cared about diversity and all team members needs in able to work."

Figure 11

Climate for inclusion: Openness of the work environment [Mean score (1:Strongly disagree to 5:Strongly agree)]
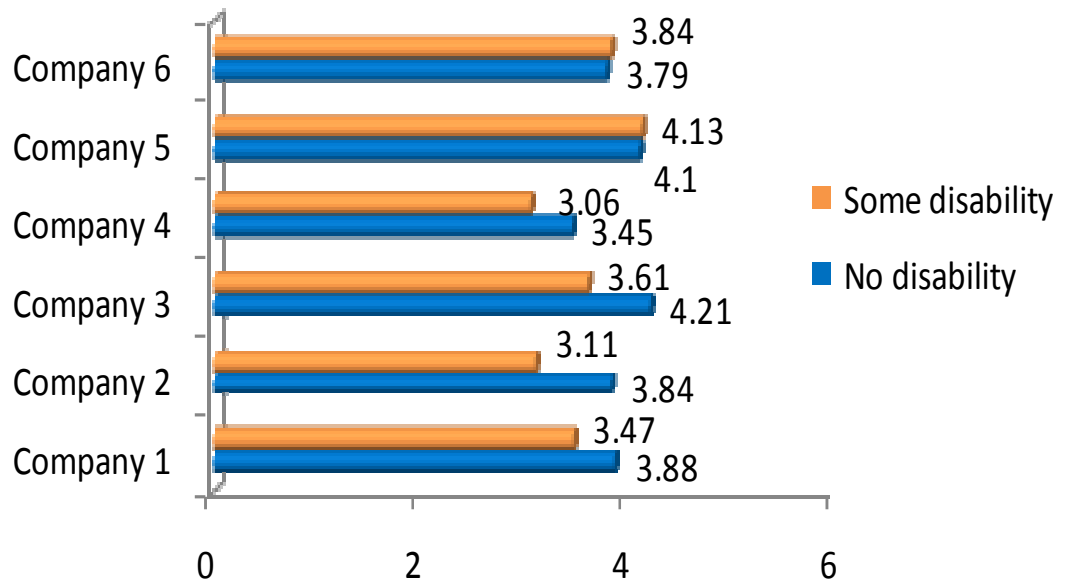
As with the ratings for inclusive employment practices, respondents moderately agreed that their work environments are open and accepting of differences amongst people. In companies 1 through 4, respondents with disabilities provided statistically significant lower ratings on this dimension of inclusion.

Table 30:Climate for inclusion: Openness of the work environment												
	Company 1**		Company 2**		Company 3**		Company 4*		Company 5		Company 6	
	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.
No disability	3.88	0.72	3.84	0.67	4.21	0.65	3.45	0.75	4.10	0.60	3.79	0.71
Some disability	3.47	0.95	3.11	0.97	3.61	1.00	3.06	0.84	4.13	0.68	3.84	0.75

* Differences between means significant at the .05 level
** Differences between means significant at the .01 level

Climate for inclusion – Inclusion in decision-making.

This dimension captures the extent to which an organization successfully capitalizes on and leverages its workforce diversity. It is based on the premise that workforce diversity only benefits organizations in so far as diversity of thought and experience (inherent in demographic diversity) is sought and utilized in decision making within the organization.

Figure 12

Climate for inclusion: Inclusion in decision-making
[Mean score (1:Strongly disagree - 5:Strongly agree)]
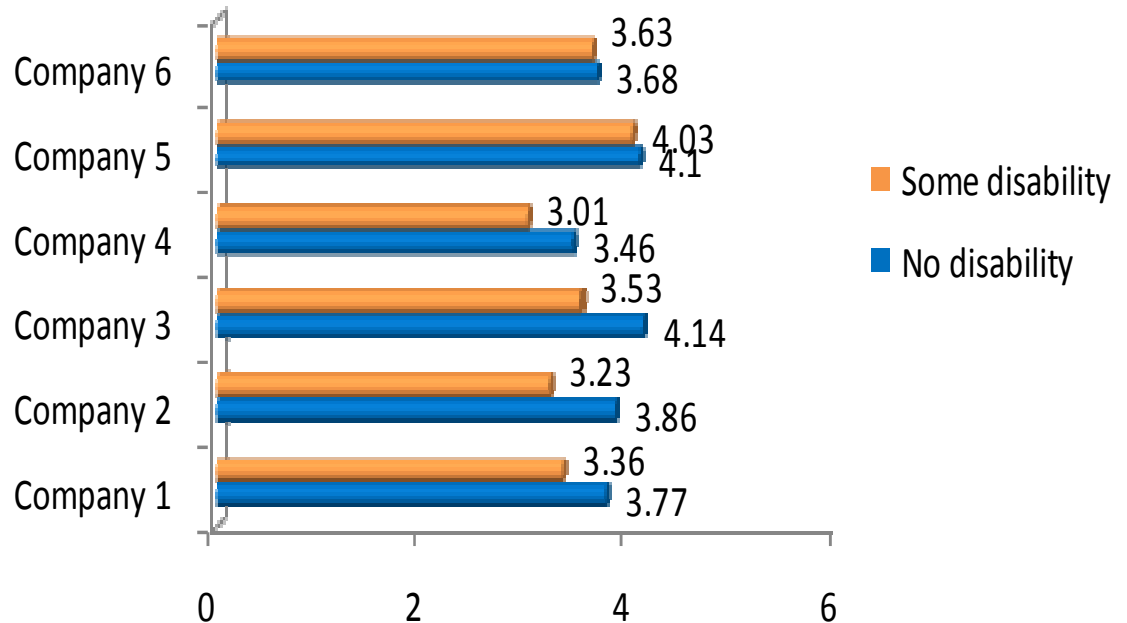
Once again, respondents provided moderately high ratings of agreement regarding their companies' climate for inclusion – in this case regarding inclusion in decision-making. In companies 1 through 4, respondents with disabilities provided statistically significant lower ratings of agreement regarding inclusion in decision-making.

Table 31: Climate for inclusion: Inclusion in decision making												
	Company 1**		Company 2**		Company 3**		Company 4*		Company 5		Company 6	
	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.
No disability	3.77	0.83	3.86	0.77	4.14	0.75	3.46	0.88	4.10	0.70	3.68	0.78
Some disability	3.36	1.03	3.23	1.05	3.53	1.07	3.01	1.02	4.03	0.61	3.63	0.84

* Differences between means significant at the .05 level
** Differences between means significant at the .01 level

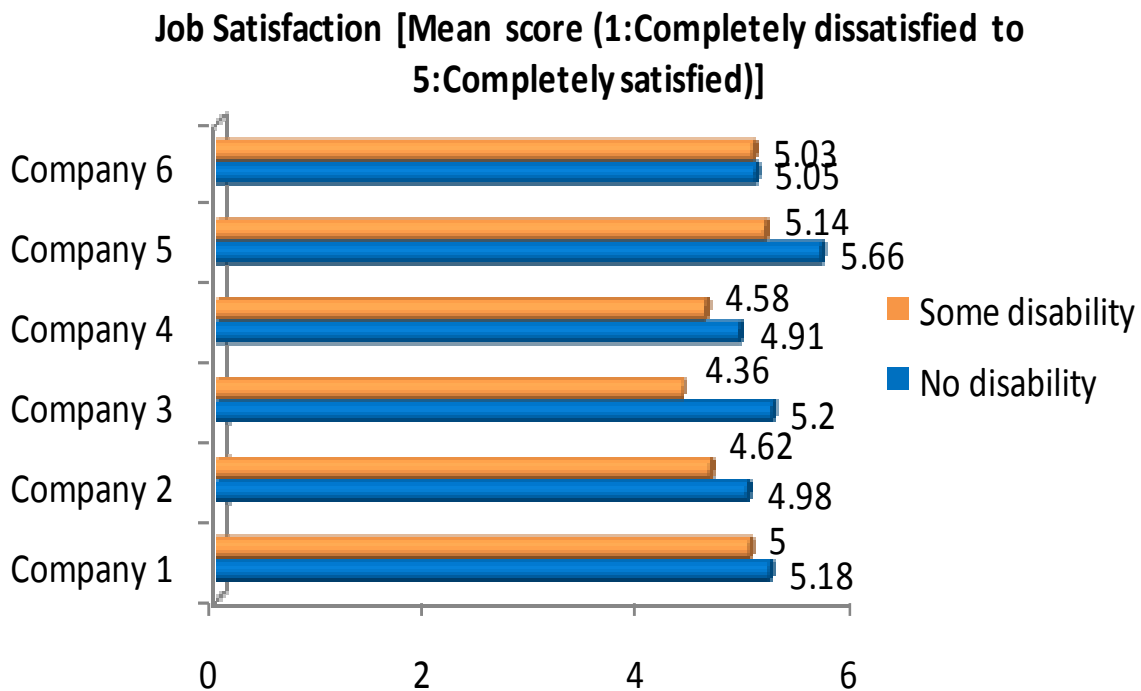### a. Job satisfaction among employees with disabilities as compared to employees without disabilities

This scale measures people's subjective responses to working in their jobs and organization, and is a global indication of worker satisfaction with a job. Past research has shown that job satisfaction is influenced by one's leader, climate, coworker interaction, and job characteristics, and is a strong predictor of one's performance and intentions to stay

> *An employee reflects on his/her feelings for the company after being granted an accommodation request:*
>
> **"It really encourages me to stay here and makes me like my job a whole lot more."**

with a company. Respondents provided ratings on a scale of 1 to 7, with 7 representing complete satisfaction.

Figure 13

Job Satisfaction [Mean score (1:Completely dissatisfied to 5:Completely satisfied)]

Company 6: Some disability 5.03, No disability 5.05
Company 5: Some disability 5.14, No disability 5.66
Company 4: Some disability 4.58, No disability 4.91
Company 3: Some disability 4.36, No disability 5.2
Company 2: Some disability 4.62, No disability 4.98
Company 1: Some disability 5, No disability 5.18

Across the 6 companies, we see moderately high ratings of satisfaction (most values near 5). Although ratings of satisfaction were lower for respondents with disabilities in Companies 1 through 5, this difference was only statistically significant for Company 4.
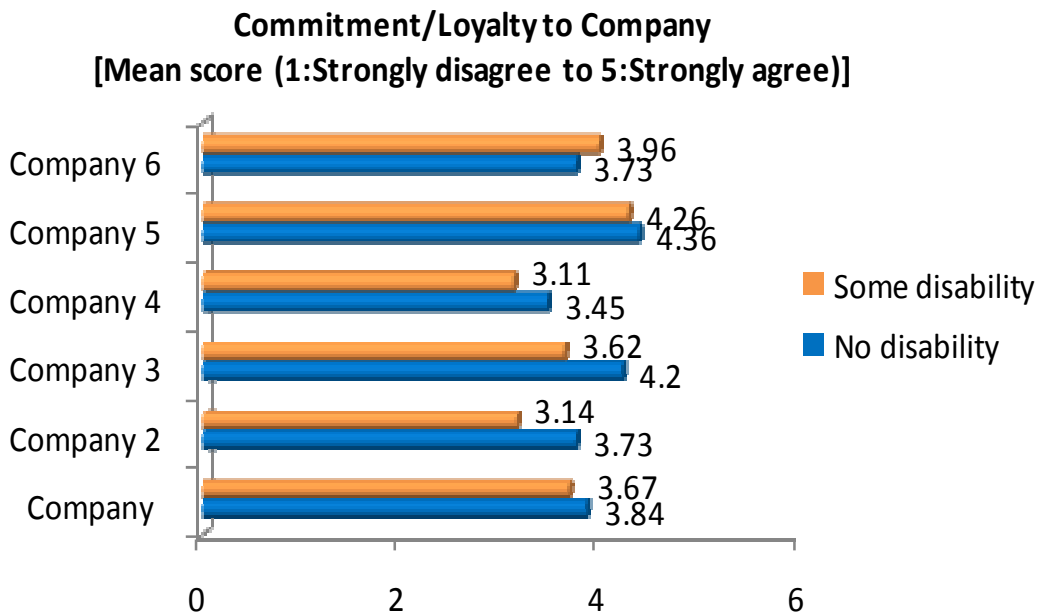
Table 32: Job Satisfaction												
	Company 1		Company 2		Company 3		Company 4**		Company 5		Company 6	
	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.
No disability	5.18	1.46	4.98	1.57	5.20	1.58	4.91	1.33	5.66	1.34	5.05	1.34
Some disability	5.00	1.37	4.62	1.50	4.36	1.59	4.58	1.46	5.14	1.83	5.03	1.64

** Differences between means significant at the .01 level

b. Commitment/loyalty to company

This scale (on a scale of 1-5, with 5 representing strong agreement) assesses an employees' emotional attachment to, identification with, and involvement in the organization. Commitment is a strong predictor of turnover and of one's willingness to engage in citizenship behaviors that benefit coworkers and the organization.

Figure 14

Commitment/Loyalty to Company
[Mean score (1:Strongly disagree to 5:Strongly agree)]

Company	Some disability	No disability
Company 6	3.96	3.73
Company 5	4.26	4.36
Company 4	3.11	3.45
Company 3	3.62	4.2
Company 2	3.14	3.73
Company	3.67	3.84

Across the companies, we see moderately high levels commitment expressed by respondents. In Companies 2, 3, and 4 the commitment is lower for respondents with disabilities and this is a statistically significant difference. In Companies 1 and 5 respondents with disabilities also rated commitment lower, but these differences were not statistically significant. Finally, in Company 6 respondents with disabilities provided higher ratings of commitment, but this was not a statistically significant difference either.

Table 33: Commitment/loyalty to company												
	Company 1		Company 2**		Company 3**		Company 4*		Company 5		Company 6	
	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.
No disability	3.84	0.87	3.73	0.93	4.20	0.79	3.45	.91	4.36	0.74	3.73	0.80
Some disability	3.67	1.06	3.14	0.95	3.62	1.21	3.11	1.06	4.26	1.06	3.96	0.78

* Differences between means significant at the .05 level
** Differences between means significant at the .01 level

c. Tenure / Length of Time with Company

The attitudes and perceptions reviewed in this report are known to positively or negatively relate to key employee behaviors including tenure at an organization, or the length of time one stays with a company. Table 34 presents the length of time employees have been employed at their company and it breaks this information down separately for employees with and without disabilities.

Across the companies, we see that people with disabilities are represented across the timeframes (less than 1 year to more than 20 years) in proportions that are generally equivalent to their overall representation in the survey sample.

This suggests that they are not disproportionately employed for brief periods of time and are not turning over faster than their counterparts without disabilities.

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for brief periods of time and are not turning over faster than their counterparts without disabilities.

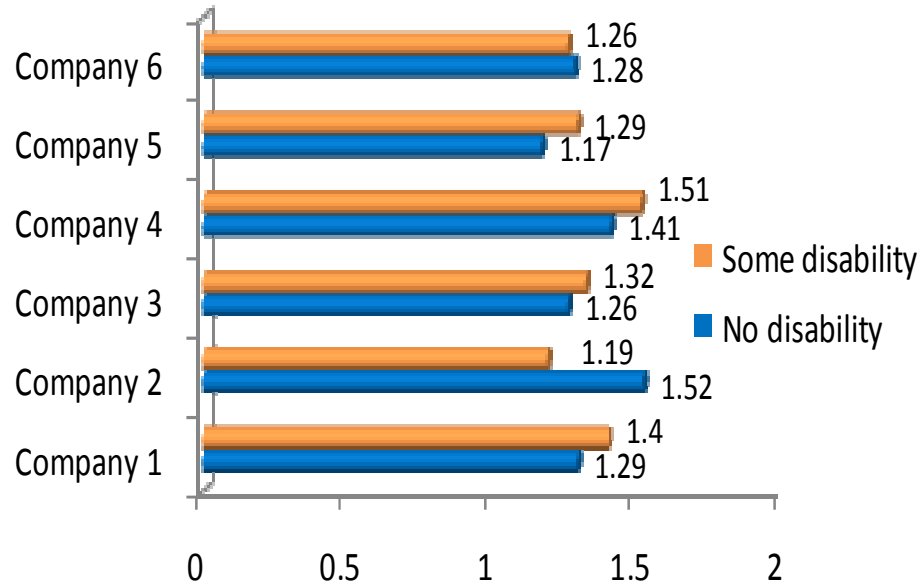| Table 34: Respondents with and without Disabilities, by Time with Company												
	Company 1		Company 2		Company 3		Company 4		Company 5		Company 6	
Time with company	No Disability	Some Disability	No Disability	Some Disability	No Disability	Some Disability	No Disability	Some Disability	No Disability	Some Disability	No Disability	Some Disability
Less than 1 year	95.0	5.0	94.4	5.60	90.3	9.7	97.0	3.0	91.7	8.3	95.1	4.9
1-5 Years	77.5	22.5	100	0.00	92.8	7.2	98.0	2.0	91.4	8.6	91.7	8.3
6-10 years	66.0	34.0	93.8	6.20	94.8	5.2	96.0	4.0	96.4	3.6	93.3	6.7
11-20 years	76.9	23.1	94.3	5.70	93.7	6.3	96.0	4.0	85.7	14.3	93.8	6.2
More than 20 years	78.1	21.9	92.6	7.40	100.0	0.0	93.0	7.0	84.2	15.8	93.0	7.0

d. Turnover Intention

This one-item measure (on a scale of 1-3, with 3 representing an intention to leave) assesses the likelihood that respondents will look for a new job within the year. Turnover is known to be a high cost factor affecting the bottom-line of organizations. For example, research suggests the cost of replacing an employee can be as much as 200% of his or her salary (Griffeth & Horn, 2001; as cited in Earnworks, 2008).

Figure 15

Likelihood of looking for a new job within the year
## [Mean score (1:Not at all likely to 3:Very likely)]

Across the 6 companies, we see low levels of turnover intention and no differences between respondents with and without disabilities.

Table 35: Likelihood of looking for a new job within the year												
	Company 1		Company 2		Company 3		Company 4		Company 5		Company 6	
	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.
No disability	1.29	.61	1.52	1.00	1.26	0.53	1.41	.617	1.17	0.489	1.28	.56
Some disability	1.40	.69	1.19	0.40	1.32	0.65	1.51	.685	1.29	0.469	1.26	.57

e. Organizational Citizenship Behaviors

Research suggests that the difference between average and stellar companies lies in the willingness of employees to engage in citizenship behaviors, or behaviors that are not formally included in one's job description but which benefit the organization. Organizational citizenship behaviors are employee behaviors that, although not critical to the task or job, serve to facilitate organizational functioning. Employees are thought to calculate a "equity ratio" such that employees who feel fairly treated by the organization are more likely to engage in citizenship behaviors in order to maintain equilibrium between themselves and the organization, while those who feel unfairly treated with withhold citizenship behaviors. Items measured these behaviors on a scale of 1-7, with 7 representing "always" in terms of engaging in specified positive behaviors.

Figure 16
Organizational Citizenship Behaviors
[Mean score (1:Never to 5:Always)]
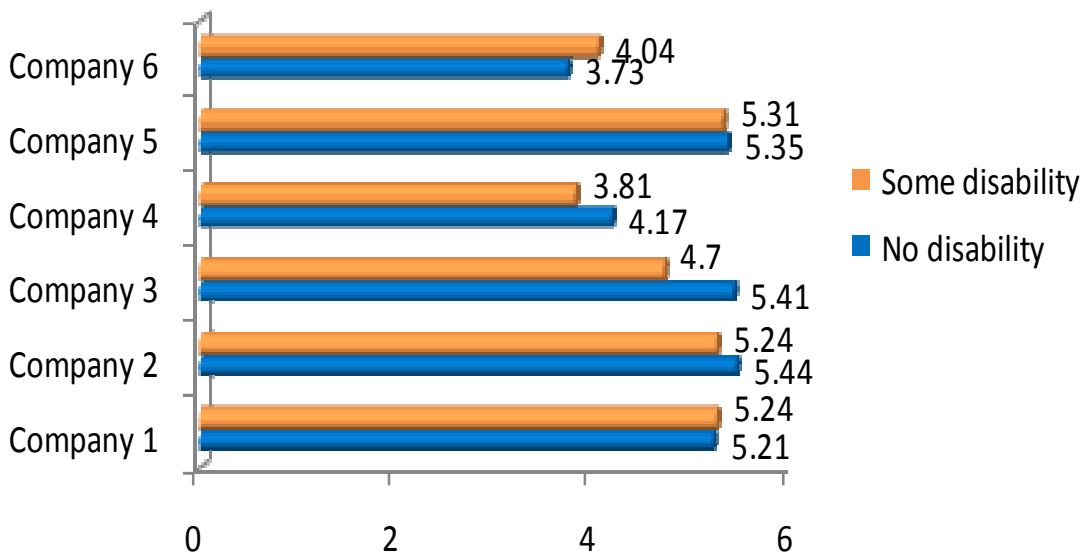
Across the 6 companies, we see moderately high levels of organizational citizenship behavior engagement, although the values for Companies 3 and 4 are statistically significantly lower for respondents with disabilities. For Company 6 the value is higher for respondents with disabilities, but this is not statistically significant.

Table 36: Organizational Citizenship Behaviors												
	Company 1		Company 2		Company 3**		Company 4*		Company 5		Company 6	
	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.
No disability	5.21	1.00	5.44	0.94	5.41	1.05	4.17	0.98	5.35	1.04	3.73	1.73
Some disability	5.24	1.02	5.24	0.84	4.70	1.31	3.81	1.31	5.31	0.71	4.04	1.76

* Differences between means significant at the .05 level
** Differences between means significant at the .01 level

CROSS-COMPANY, MULTIVARIATE AND MULTILEVEL ANALYSES

This section presents intensive analyses of several companies that allow us to examine variation among departments or other work units both within and across companies, providing insight into the characteristics of worksites and managers that provide positive experiences for employees both with and without disabilities.

Workplace climate can make a great difference not only in employee experiences, but also in workplace performance. Fully using the abilities of all employees, including those with

> *This section presents intensive analyses of several companies that allow us to examine variation among departments or other work units both within and across companies, providing insight into the characteristics of worksites and managers that provide positive experiences for employees both with and without disabilities.*

disabilities, can depend not just on overall company policies but on the attitudes and practices of managers and supervisors. A key question for companies is whether and how the experience of disability can vary among worksites, and what types of workplace climates are especially good for enhancing the experiences and opportunities of employees with disabilities.

In this section the results of multivariate and multilevel, cross-company analyses conducted by creating a merged dataset of all six companies' data are presented. Multivariate analyses involved regressions conducted across all survey respondents (with and without disabilities) to examine the relation between organizational "culture" (broadly defined) and engagement outcomes. The overall sample size was 5,547 to 6,053 for most analyses, except those for justice perceptions related to the accommodation process (for which N= 1,539); managerial diversity behaviors (for which N=2,675); psychological empowerment (for which N=3,059); and person-group fit (for which N=3,132).

All predictors were entered in separate regressions except for those that appear in the same table cell (See Table 37 and Table 38: procedural and interactional justice; 3 dimensions of climate for inclusion), which were entered together in a multiple regression. The stronger results involving commitment as compared to satisfaction as a dependent variable are most likely explained by the fact that the 3-item measure of commitment is more statistically reliable than the 1-item measure of job satisfaction. In addition, the results involving organizational citizenship behaviors and turnover intentions are most likely lower than those involving commitment because they are more distal outcome variables compared to commitment (that is, these workplace context factors are expected to relate to citizenship behaviors and turnover intentions *through* their effect on commitment).

Red values in the tables indicate that moderated regressions in which we examined whether the relationship between work environment predictors and engagement indicators are moderated by disability status revealed that these relationships are even stronger for people with disabilities.

In other words, for the results illustrated in red, these work environment factors are even more important for engagement for people with disabilities than for people without disabilities.

The non-significant (NS) findings all appear in cases where multiple predictors were entered in the regression simultaneously, which suggests that the non-significant results should be interpreted with caution, as they are more likely an indicator of low power to detect statistical differences than due to a true zero effect.

Red values in the tables indicate that moderated regressions in which we examined whether the relationship between work and environment predictors and engagement indicators are moderated by disability status revealed that these relationships are even stronger for people with disabilities. In other words, for the results illustrated in red, these work environment factors

are even more important for engagement for people with disabilities than for people without disabilities.

Multilevel analyses were done using hierarchical linear modeling, which uses unit-level measures (e.g., the average perception by employees of managerial diversity behaviors in a department) to predict individual-level outcomes, after accounting for the normal variation that occurs between units. These are based on 2,384 employees (not managers and supervisors), including 111 employees with disabilities, who could be cleanly matched to one of 134 departments or units. In addition to seeing how the responses of the average employee are related to unit-level measures, this technique also allows us to answer the question of whether employees with disabilities respond differently than other employees to the unit-level climate measures (e.g., do employees with disabilities respond especially well to diversity behaviors by their managers?).

Multivariate Analyses

Across all six companies, there is strong statistical evidence that employee attitudes and perceptions about their work environment (e.g., the effectiveness of broad organizational and human resource policies and practices, the commitment to diversity of management and managers) impact their perceptions of feeling included

> ***Managers appear to play a critical role**, as evidenced by analyses demonstrating that one's relationship with his or her manager and the diversity behaviors of the manager predicts increases in employees' positive workplace perceptions, engagement, satisfaction, and decreases in employees' perceptions of negative workplace treatment.*

and engaged in the workplace (e.g., perceptions of inclusion, psychological support and empowerment, fit with their job) and impact their reports of actual engagement (e.g., reports of satisfaction and commitment to their organization, engaging in organizational citizenship

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behaviors, and not looking for new jobs elsewhere). Managers appear to play a critical role, as evidenced by analyses demonstrating that one's relationship with his or her manager and the diversity behaviors of the manager predicts increases in employees' positive workplace perceptions, engagement, satisfaction, and decreases in employees' perceptions of negative workplace treatment.

Next, we present these findings in greater detail.

Fairness of human resource related outcomes

Across all employees, individual's perceptions about the inclusiveness of the work climate is significantly, positively associated with the psychological empowerment that they report experiencing on the job as well as their reports of perceived organizational support relationship conflict among department members and task conflict among department members. Further analyses revealed that perceptions of an inclusive climate are even more strongly, positively associated with psychological empowerment for individuals with disabilities than for individuals without disabilities.

> ***Perceived climate for inclusion***
>
> ***Across all employees, individuals' perceptions about the inclusiveness of the work climate is significantly, positively associated with the psychological empowerment that they report experiencing on the job as well as with their reports of perceived organizational support relationship conflict among department members and task conflict among department members.***
>
> ***Further analyses revealed that perceptions of an inclusive climate are even more strongly, positively associated with psychological empowerment for individuals with disabilities than for individuals without disabilities.***

Significant differences were found between employees with and without disabilities in their perceptions of the fairness of each of the following human resource related outcomes, with people with disabilities reporting less perceived fairness regarding: work schedule ($F_{(5302)}$=4.39; p<.05); level of pay ($F_{(5298)}$=14.59; p<.01); rewards ($F_{(5295)}$=14.09; p<.01); job responsibilities ($F_{(5299)}$=23.83; p<.01); opportunities for training ($F_{(5298)}$=6.29; p<.05); and access to mentors ($F_{(5302)}$=16.81; p<.01). The greatest difference was found for perceived fairness of job responsibilities.

The fairness of HR-related outcomes (e.g., work schedule, pay, rewards, etc.) is important, as it is a significant predictor of organizational commitment (β = .51; p<.01), job satisfaction (β = .35; p<.01), citizenship behaviors (β = .14; p<.01), and turnover intentions (β = -.27; p<.01) across all employees. When employees with and without disabilities are compared, the fairness of HR-related outcomes is found to be an even stronger predictor of all four engagement outcomes for employees with disabilities.

The benefits associated with high-quality relationships with one's manager (LMX)

The quality of one's relationships with one's supervisor has very important implications for employees. Across all employees (with and without disabilities), LMX is a significant predictor of organizational commitment (β = .52; p<.01), job satisfaction (β = .32; p<.01), citizenship behaviors (β = .21; p<.01), and turnover intentions (β = -.29; p<.01). Analyses involving just employees with disabilities revealed that LMX is a significant predictor of engagement for employees with disabilities as well, and is in fact an even stronger predictor of commitment and turnover intentions for people with disabilities than for people without disabilities.

> *Further analyses revealed that the quality of one's relationships with one's manager (LMX) is <u>an even stronger predictor</u> of interactional justice experienced during the accommodation process <u>for people with disabilities</u>). In addition, LMX is a stronger predictor of perceived organizational support psychological empowerment subjective fit of one's abilities to the demands of the job and affective commitment for people with disabilities than it is for people without disabilities.*

Further analyses revealed that the quality of one's relationships with one's manager (LMX) is an even stronger predictor of interactional justice experienced during the accommodation process for people with disabilities. In addition, LMX is a stronger predictor of perceived organizational support psychological empowerment subjective fit of one's abilities to the demands of the job and affective commitment for people with disabilities than it is for people without disabilities. We also found that LMX is positively associated with both procedural (β = .44; p<.01) and interactional justice (β = .50; p<.01) experienced during the accommodation process, psychological empowerment (β = .44; p<.01), perceived organizational support (β = .55; p<.01), subjective fit between one's abilities and the demands of the job (β = .35; p<.01),

affective commitment ($\beta = .53$; $p<.01$), job satisfaction ($\beta = .32$; $p<.01$), and willingness to engage in citizenship behaviors ($\beta = .21$; $p<.01$), and negatively associated with turnover intentions ($\beta = .29$; $p<.01$) and supervisor paternalism ($\beta = -.29$; $p<.01$). Employees with disabilities who enjoy high quality relationships with their manager are significantly less likely to experience harassment as a function of their disability ($\beta = -.42$; $p<.01$), thereby suggesting that being in the managers' "ingroup" provides safe passages for employees with disabilities. In effect, by valuing and respecting employees with disabilities, departmental managers may be able to alter rather than reinforce pre-existing biases or organizational barriers against employees with disabilities. By signaling their own acceptance of employees with disabilities, departmental managers are able to influence departmental employees' perceptions about the competence and value of employees with disabilities.

Full utilization of one's skills on the job – the case of employees with disabilities

Perceived fit between one's skills and the demands of the job is important because people who feel that their skills are being underutilized may become complacent, uninterested, or detached from their work. On the other hand, individuals who feel they do not have the abilities to perform their jobs competently may experience frustration and suffer from lowered self-esteem. As a result, research has shown that perceived fit is positively associated with organizational identification, perceived organizational support, job satisfaction, career satisfaction, and organizational commitment (BBI, 2008; Cable & DeRue, 2002). Indeed, in these data, perceived fit is significantly, positively associated with commitment ($\beta = .43$; $p<.01$), satisfaction

*Overall, when compared to employees without disabilities, **employees with disabilities are less likely to experience fit between their abilities and the demands of the job.***

($r = .30$; $p<.01$), citizenship behaviors ($\beta = .23$; $p<.01$), and turnover intentions ($r = .24$; $p<.01$)

for all employees. Unfortunately, employees with disabilities tend to report lower levels of perceived fit than employees without disabilities (F=12.70; p<.01), and fit is a stronger predictor of turnover intentions for them. Among employees with disabilities, we found that employees who experience higher levels of alignment between their skills and the demands of the job feel more highly supported and valued by their organization (POS, r = .49; p<.01). Overall, when compared to employees without disabilities, employees with disabilities are less likely to experience fit between their abilities and the demands of the job ($F_{(2675)}$=12.70; p<.01). Therefore, understanding when employees with disabilities may be less likely to experience fit is important.

Further, these data indicate that employees with certain disabilities are more likely to report low levels of fit. In particular, employees who have difficulty seeing (β = -.29; p<.01), concentrating (β = -.35; p<.01), or running errands (β = -.25; p<.01) report experiencing lower fit than employees without these disabilities. Whether or not one knew their supervisor prior to the onset of their disability did not influence perceived fit (β = -.04; p>.10).

Visible organizational commitment to disability issues

Respondents were asked to rate the effectiveness of three key measures of corporate culture: top management commitment to hire people with disabilities, availability and effectiveness of disability networks or affinity groups, and the effectiveness of including disability in

> *When compared for the influence of these 3 practices on engagement, the inclusion of disability in the organization's diversity policy is the only driver of commitment and job satisfaction across all survey respondents.*

the organization's diversity policy. Of the three, when compared for the influence of these 3 practices on engagement, the inclusion of disability in the organization's diversity policy is the

only driver of commitment (β = .25; p<.05) and job satisfaction (β = .19; p<.05) across all survey respondents.

Surprisingly, results indicate that none of these are significantly associated with commitment or satisfaction for employees with disabilities; however, it is likely that the null findings are due to low statistical power, as only 46 employees with disabilities were included in these analyses.

The importance of managers' behaviors and beliefs

All survey respondents were asked to rate the effectiveness of their managers at valuing diversity behaviors (acknowledging the contribution of all team members, actively promoting cooperation among employees, supporting a flexible work environment to meet needs/preferences of all employees, treating all employees with respect). Not surprisingly, managers rated highly as engaging in such behaviors are more likely to create climates perceived as inclusive within their departments (β = .59; p<.01), and are also less likely to create departments within which employees perceive there to be prejudice against employees with disabilities (β = -.37; p<.01). Departments characterized by inclusive climates are also less likely to suffer from problems associated with prejudice against people with disabilities (β = -.41; p<.01).

Interestingly, these data show that when supervisors in a department overall perceive that the benefits associated with accommodations made for employees outweigh the costs associated with them (i.e., a positive "Return-On-Investment"), perceived levels of prejudice against employees with disabilities tends to be lower in their departments.

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positive "Return-On-Investment"), perceived levels of prejudice against employees with disabilities tends to be lower in their departments ($\beta = -.40$; $p<.01$). Similarly, employees who report having supervisors who exhibit valuing diversity behaviors were more likely to report experiencing procedural justice ($\beta = .41$; $p<.01$) and interactional justice ($\beta = .49$; $p<.01$) during the accommodation process. Employees with disabilities were also significantly *less* likely to report experiencing harassment as a result of their disability ($\beta = -.52$; $p<.01$). In addition, when employees report working under supervisors who exhibit valuing diversity behaviors, they also report higher levels of commitment ($\beta = .49$; $p<.01$), job satisfaction ($\beta = .33$; $p<.01$), citizenship behaviors ($\beta = .17$; $p<.01$), perceived organizational support ($\beta = .52$; $p<.01$), and fit between their skills and the demands of the job ($\beta = .33$; $p<.01$), and lower turnover intentions ($\beta = -.28$; $p<.01$). Thus, once again, study results indicate that departmental managers play an important role in shaping the experiences of employees with disabilities.

Table 37: Multivariate regression results: Analyses conducted across all survey respondents (with and without disabilities) to examine relationship between organizational "culture" (broadly defined) and engagement outcomes (N=5,547-6,053 for most analyses except those for justice perceptions related to the accommodation process, for which N= 1,539; managerial diversity behaviors, for which N=2,675, psychological empowerment, for which N=3,059, person-group fit, for which N=3,132)

Work environment predictors of engagement	Engagement indicators			
	Organizational Commitment	Job Satisfaction	Willingness to engage in Citizenship behaviors	Turnover Intentions
Perceived fairness of HR outcomes	β = .51	β = .35	β = .14	β = -.27
Experiences of (a) procedural and (b) interactional justice during accommodation process	(a) β = .16 (b) β = .30	(a) β = .10 (b) β = .23	(a) β = .19 (b) NS	(a) β = -.09 (b) β = -.25
Perceptions of climate for inclusion - (a) fairness of employment practices, (b) openness of work environment, (c) inclusion in decision making	(a) β = .19 (b) β = .37 (c) β = .16	(a) β = .13 (b) β = .20 (c) β = .09	(a) β = .06 (b) β = .07 (c) β = .15	(a) β = -.21 (b) β = -.14 (c) β = -.08
Perceptions of extent to which employees with disabilities experience prejudice at the workplace	β = -.34	β = -.17	β = -.24	β = .16
The quality of one's relationships with one's supervisor (LMX)	β = .52	β = .32	β = .21	β = -.29
Perceptions of whether the manager engages in behaviors that promote a work environment in which diversity is valued (Valuing diversity behaviors)	β = .49	β = .33	β = .17	β = -.28
Perceived Organizational Support	β = .68	β = .39	β = .26	β = -.38
Psychological empowerment	β = .49	β = .33	β = .28	β = -.31
Perceptions of fit between one's abilities and the demands of the job	β = .43	β = .30	β = .23	β = -.24
Perceptions of the extent to which there is relationship and task conflict among members of one's unit	β = -.27 β = -.15	β = -.21 β = -.08	β = -.05 β = NS	β = .16 β = .16

Note: standardized regression coefficients significant at p<.01 unless otherwise indicated, red = significant for people with disabilities

Table 38: Multivariate regression results: Analyses involve employees with disabilities only, to examine relationship between organizational "culture" (broadly defined) and engagement outcomes. Sample sizes for these analyses range from N=145-292.

Work environment predictors of engagement	Engagement indicators			
	Organizational Commitment	Job Satisfaction	Willingness to engage in Citizenship behaviors	Turnover Intentions
Perceived fairness of HR outcomes	β = .61	β = .46	β = .22	β = -.33
Experiences of (a) procedural and (b) interactional justice during accommodation process	(a) β = .31 (b) β = .21*	(a) NS (b) β = .22*	(a) β = .34 (b) β = .22	(a) β = -.27* (b) β = NS
Perceptions of climate for inclusion - (a) fairness of employment practices, (b) openness of work environment, (c) inclusion in decision making	(a) β = .24 (b) β = .30 (c) β = .27	(a) NS (b) β = .25* (c) β = .16*	(a) NS (b) NS (c) NS	(a) β = -.24 (b) NS (c) β = -.23
Perceptions of extent to which employees with disabilities experience prejudice at the workplace	β = -.49	β = -.32	β = -.23	β = .25
The quality of one's relationships with one's supervisor (LMX)	β = .64	β = .64	β = .24	β = -.41
Perceptions of whether the manager engages in behaviors that promote a work environment in which diversity is valued (Valuing diversity behaviors)	β = .62	β = .62	β = .25	β = -.41
Perceived Organizational Support	β = .78	β = .78	β = .31	β = -.50
Psychological empowerment	β = .54	β = .54	β = .25	β = -.40
Perceptions of fit between one's abilities and the demands of the job	β = .50	β = .50	β = .30	β = -.42
Perceptions of the extent to which there is relationship and task conflict among members of one's unit	β = -.21* β = -.32	β = -.21* β = -.32	β = NS β = NS	NS β = .30

Note: all coefficients are significant at p<.01 unless marked with * which indicates p<.05

Multilevel Analyses

Multilevel analyses using hierarchical linear modeling are presented here and based on 2,384 employees (not managers and supervisors), including 111 employees with disabilities, who could be cleanly matched to one of 134 departments or units. Table 39 summarizes some of the key results, providing an overview of strong relationships between unit-level measures and individual outcomes related to disability and accommodations. A plus (minus) sign indicates a strong positive (negative) relationship that is statistically significant at the 95% level of confidence.

As seen in this table, all seven unit-level measures of climate are strong negative predictors of individual perceptions of disability prejudice (a sample item in the prejudice scale is "Employees at this company treat people with disabilities with respect"). There is a lower likelihood that employees will report perceived prejudice against people with disabilities in climates rated higher in inclusion, fairness, openness, and organizational support of employees,

> *There is a lower likelihood that employees will report perceived prejudice against people with disabilities in climates rated higher in inclusion, fairness, openness, and organizational support of employees, and where managers use diversity behaviors (e.g., "My manager acknowledges the contributions of all team members") and have good working relationships with employees.*

and where managers use diversity behaviors (e.g., "My manager acknowledges the contributions of all team members") and have good working relationships with employees. It is also noteworthy that the percentage of all employees (both with and without disabilities) who have been granted accommodations in a unit is a strong negative predictor of perceived disability prejudice, indicating that ***wider use of accommodations for all employees helps***

remove any sense of resentment toward all people with disabilities who need

accommodations.

Table 39: Relation of unit-level measures to individual reports of disability and accommodation outcomes

	Individual Reports					
	Perceptions of disability prejudice	Individual experiences of disability discrim.	Accomm. request was granted	Procedural justice in accomms.	Interactional justice in accomms.	Co-workers supportive of accomms.
Unit-level measures						
	(1)	(2)	(3)	(4)	(5)	(6)
Climate of inclusion	-	(-)	+	+	+	+
Climate of fairness	-		+	+	+	+
Climate of openness	-	-	+	+	+	+
Climate of org. support of employees	-	-	+	+	+	+
Mgt. diversity behaviors	-	-		(+)	+	
Climate of positive leader-member relationships	-		+	+	+	+
Pct. of all employees granted accoms.	-		+	+	+	

+ Positive relationship significant at 95% confidence level
(+) Positive relationship significant at 90% confidence level
 - Negative relationship significant at 95% confidence level
(-) Negative relationship significant at 90% confidence level

Column 2 focuses just on employees with disabilities, predicting the extent to which they

have experienced discrimination (e.g., "At work I am treated poorly because of my health

condition, impairment, or disability"). While the sample is smaller, there are nonetheless strong

relationships showing less discrimination reported by employees with disabilities where there is a climate of openness, organizational support, and diversity behaviors by managers.

Individual experiences of accommodations among all employees are the focus on columns 3 to 6 in Table 39. Most of these seven unit-level measures are strong predictors of the likelihood that an accommodation request will be granted, the perception of procedural justice after an accommodation request (e.g., "Were the procedures based on accurate information?"), the perception of interactional justice after an accommodation request (e.g., "Did they treat you with respect?"), and the perception that co-workers were supportive of a granted accommodation.

The results in columns 1 and 3-6 are based on all employees. Tests were also conducted to see if the relationship was different for employees with disabilities, but this was almost never the case. The message that emerges is that employees with disabilities respond to a positive workplace climate in the same way that employees without disabilities do, and employees generally agree about the types of workplaces that are beneficial for employees with disabilities.

One interesting exception to this statement is that employees with disabilities appear even less likely than employees without disabilities to perceive disability prejudice when a high percent of all employees are granted accommodations.[2] This lends support to the idea that workplaces that are

> *This lends support to the idea that workplaces that are accommodating to all employees will create a good climate for the treatment of people with disabilities.*

accommodating to all employees will create a good climate for the treatment of people with disabilities.

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[2] The estimated equation predicting perceived disability prejudice, with t-statistics in parentheses, is:
   prejudice =42.45 +1.05*disability (t=4.48) – 2.61*unit accommodations (t=-2.61) – 1.45*disability*unit accommodations (t=1.86).

Along with using unit-level measures to predict individual perceptions of disability, treatment, and accommodations at the individual level, a separate set of analyses examined a wider set of individual outcomes. These analyses strongly affirmed the importance of workplace climate among employees in general, finding that the eight unit-level measures in Table 39 are almost invariably strong positive predictors of individual-level measures of:

1. Job satisfaction ("How satisfied are you in your job?")

2. Commitment to the organization (e.g., "My organization has a great deal of personal meaning for me.")

3. Intention to stay with the organization ("Taking everything into consideration, how likely is it that you will make a genuine effort to find a new job with another employer within the next year?")

4. Psychological empowerment (e.g., "I have significant autonomy in determining how I do my job.")

5. Subjective fit with one's job ("The match is very good between the demands of my job and my personal skills.")

6. Organizational citizenship behaviors (e.g., "Offer ideas to improve the functioning of the organization.")

7. Perceived fairness of one's work arrangements (e.g., "Overall, the rewards I receive here are quite fair.")

As with the outcomes in Table 39, these relationships were very similar for people with and without disabilities. Finally, an analysis was done with a unit-level measure of disability prejudice, rather than the individual-level measure predicted in Table 39. This analysis showed that a workplace climate that is high in disability prejudice has strongly and significantly worse

outcomes for individuals on each of the measures 1 to 7 reviewed earlier. A noteworthy result is

that the estimated relationships are generally similar for employees with and without disabilities,

indicating that people with disabilities appear to respond to positive workplace climates in the

same way as people without disabilities, and there is general agreement on what types of

workplaces are good for people with disabilities.

In sum, the results of the multilevel analysis strongly support our hypothesis that

workplace climate matters greatly not just for individual employee experiences, but also for

workplace performance, given that several of the measures examined here are performance-related attitudes (particularly turnover intention and organizational citizenship behaviors). Workplace climate makes a big

> *A noteworthy result is that the estimated relationships are generally similar for employees with and without disabilities, indicating that people with disabilities appear to respond to positive workplace climates in the same way as people without disabilities, and there is general agreement on what types of workplaces are good for people with disabilities.*

difference in disability prejudice and accommodation experiences as perceived by all employees,

and discrimination as perceived by employees with disabilities. Policies and practices that create

a positive workplace climate enhance workplace performance and benefit all employees, both

with and without disabilities.

INTERVIEW AND FOCUS GROUP DATA

An important part of the case study methodology developed in this project is the use of individual interviews and focus groups. The rich qualitative data from interviews and focus groups complement the quantitative survey data in several ways: helping researchers interpret the survey findings, identifying topics or issues that may have been overlooked in the survey, and providing stories that deepen our understanding of the organizational cultures and experiences of employees with disabilities, their managers and co-workers, and company executives.

Across the six case study companies a total of 49 people participated in individual interviews and 79 participated in focus groups, for a total of 128 participants. Here, we provide a summary of the major themes that emerged across the interviews and focus groups, with some discussion of differences among companies but no detailed descriptions to avoid identifying companies or individual respondents.

Overall culture and attitudes toward disability

Participants across the companies were generally positive about how receptive their companies are for people with disabilities. Both managers and human resource executives said that their organizational cultures were "very receptive" or "very positive" for people with disabilities, with several stating that this was part of a broader "culture of fairness" in which everyone is treated well. Managers at two large

> *Managers at two large companies emphasized that "disability is another aspect of diversity" and part of their overall commitment to diversity.*

companies emphasized that "disability is another aspect of diversity" and part of their overall commitment to diversity.

At one of these companies, several managers said there could be multiple cultures within the company with variation among business divisions, even though they are all following the same policies. At one of the companies, the founder has a family member with a disability, and

Executives at two of the companies (one large and one small) described how their commitment extended outside the company to the broader community, with disability advocacy seen as part of their mission. The large company hosts disability community events, and the small company sees itself as a "transition employer," training people with disabilities many of whom then move on to other jobs in the community.

at another company the owner was labeled with a disability in high school, which helped motivate their commitment to expanding opportunities for people with disabilities. Executives at two of the companies (one large and one small) described how their commitment extended outside the company to the broader community, with disability advocacy seen as part of their mission. The large company hosts disability community events, and the small company sees itself as a "transition employer," training people with disabilities many of whom then move on to other jobs in the community.

Managers and executives did, however, raise some concerns about corporate culture and attitudes. A concern raised at one large company is that people with disabilities may be afraid to disclose their disabilities, and a concern at another company is that attitudes of co-workers without disabilities may sometimes create barriers to integration of people with disabilities. Managers in a focus group at a large company were not sure they had ever had training on disability, and recommended supervisor training on disability sensitivity and awareness.

These overall positive attitudes of managers and executives were generally echoed by employees with disabilities, but they had additional concerns at some of the companies. One of

the large companies is committed to diversity policies, but employees both with and without disabilities said that these policies focus on ethnic and racial diversity, with little attention paid to disability. These employees with disabilities said that disability should be part of diversity training. Employees with disabilities at one large company felt that they were likely to be passed over for promotions, and agreed that employees with disabilities were sometimes reluctant to disclose their disabilities. It was suggested that the company should appoint an internal advocate who would address the concerns of people with disabilities and try to find solutions while keeping the identity of people with disabilities confidential.

Employees without disabilities generally had favorable views of how people with disabilities are treated in their organizations, and none of them reported any difficulties or conflicts over disability-related accommodations. Participants in one focus group did say that negative stereotyping can occur for work-related injuries, reflecting the managers' concern noted previously that co-worker attitudes may sometimes be a barrier to the integration of people with disabilities.

Accommodations and accessibility

When asked about accommodations for employees with disabilities, all of the managers said that the companies are very supportive and that they try to accommodate every request. One manager went further and said that the company tries to make accommodations regardless of whether or not you have a disability. Managers at another company stressed that the employer is concerned about work-life balance—for example, employees were given the option of telecommuting to meet personal needs or family obligations. One manager of a large company said that the organization is "proactive" in providing accommodations, with supervisors checking with employees every month about their employment needs, although the company does not

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have a formal accommodation process. A manager at another large company said that how

accommodation requests are handled depends greatly on the individual supervisor, and it would

be better to have clear internal pathways and an advocate for employees with disabilities. None

of the managers identified co-worker attitudes as a major barrier in providing accommodations;

in fact, most said that co-workers were very supportive of employees with disabilities when

accommodations were made.

Most of the employees with disabilities reported that their accommodations were granted

without difficulty and that both their managers and co-workers were supportive. The exception

was one employee with a degenerative physical condition whose request for job restructuring

was refused at a large company. This employee said that his supervisor does not understand the

limitations caused by his condition and unfairly gave him a negative performance evaluation. He

added that he feels he is being penalized for his disability.

None of the non-disabled co-workers said there had been any problems in working with

people who received accommodations. While these reports are encouraging, it should be kept in

mind that the employees and managers who volunteered for interviews or focus groups may not

be representative of all employees. Furthermore, the participants may have been reluctant to

report negative experiences due to social

desirability bias.

They also said that it would beneficial to have a resource center or a "point person" to provide information and navigate legal, health, and human resource services related to disability.   This is similar to the idea expressed earlier by employees with disabilities about the advantage of appointing an "internal advocate."

In response to a question about the

potential benefits of new disability policies,

managers at two of the large companies

discussed the advantages of providing a

centralized accommodations fund to take

the burden off department budgets and provide greater consistency in accommodations. They

also said that it would be beneficial to have a resource center or a "point person" to provide

information and navigate legal, health, and human resource services related to disability. This is

similar to the idea expressed earlier by employees with disabilities about the advantage of

appointing an "internal advocate."

Other policies and practices

There is important variation among the companies in policies and practices. While not

all of the companies practice targeted recruiting of people with disabilities, a manager at one large company is proud that the company has

> *A manager at one large company is proud that the company has implemented a targeted recruiting program, and that it is looking at non-traditional sources for qualified applicants with disabilities. For example, the company has begun targeted recruiting of military officers with disabilities.*

implemented a targeted recruiting program, and that it is looking at non-traditional sources for

qualified applicants with disabilities. For example, the company has begun targeted recruiting of

military officers with disabilities.

Another large company also uses targeted recruiting and is working with local non-profit

organizations to accomplish this, and one of the small companies does targeted recruiting partly

through work with local schools and a vocational rehabilitation agency. Managers at this small

company, which is in a small town, emphasized the importance of mutually beneficial

connections among employers, schools, and the community—the employers provide training and

skilled workers for other businesses in the community, and in return get a more stable and

committed workforce. The managers see these programs as very effective.

In addition to recruitment policies, managers identified other policies and practices as working effectively for employees with disabilities. These include departments that provide help with accommodations, the provision of job coaches, disability etiquette training, Employee Assistance Programs, cooperation with local vocational schools and non-profit organizations (not just for recruitment but also for ongoing support and retention), and an affinity group for employees with disabilities to provide information, support and advocacy within the organization.

> *Managers at one company said that implementing policies in a large organization could be cumbersome and communication breakdowns sometimes occur, and there should be better integration and communication in dealing with issues affecting employees with disabilities.*

Managers were also asked if there were disability policies or practices that were not as effective as they should be. While managers at one company said that all of their policies were effective, managers at other companies identified a number of areas that could be improved. Managers at one company said that implementing policies in a large organization could be cumbersome and communication breakdowns sometime occur, and there should be better integration and communication in dealing with issues affecting employees with disabilities. Other suggestions included making a company website more accessible, streamlining the training process, providing more accommodations for job applicants, and improving physical accessibility in older buildings. Finally, it should be noted that managers

> *Finally, it should be noted that managers at one company said that they had few formal policies and just "do what's right because it's right." Another manager echoed this sentiment when he stated that the most important factor was management discretion in being able to devise effective accommodations and "do the right thing."*

at one company said that they had few formal policies and just "do what's right because it's right." Another manager echoed this sentiment when he stated that the most important factor was management discretion in being able to devise effective accommodations and "do the right thing."

In summary, data from the individual interviews and focus groups indicate that employees and managers generally feel their organizational cultures are receptive to employees with disabilities. Respondents point to a number of policies they feel are effective, but also made a number of suggestions for improving existing practices or creating new ones to better serve the needs of employees with disabilities.

SECTION V: SUMMARY

To summarize, the present study creates a rigorous, practically relevant and replicable method for conducting and benchmarking case studies of inclusive employment policies and practices. It establishes a conceptual framework with 32 indicators across four dimensions to evaluate inclusive employment policies and practices in for-profit and not-for-profit corporations, governmental employers, and organizations of all sizes across market sectors. These thirty-two benchmarks were identified in four core categories: (1) Diversity Outcomes, (2) Inclusive Policies and Practices, (3) Attitudinal and Behavioral Indicators of Success, and (4) Bottom Line Outcomes. These benchmarks may be evaluated by all companies and an "Inclusive Employment Report Card" to measure progress created.

> *In the sample of six companies participating in the benchmarking survey, it was found companies had high disability diversity in their survey samples and that these individuals with disabilities were represented well across low to high levels of management.*

In the sample of six companies participating in the benchmarking survey, it was found companies had high disability diversity in their survey samples and that these individuals with disabilities were represented well across low to high levels of management. The majority of companies in the sample had their inclusive policies and practices rated moderately highly in terms of their effectiveness, but there were differences between companies and between people with and without disabilities. Similarly, there were moderately high ratings on many of the attitudinal and behavioral indicators of inclusive environments and differences between companies and people with and without disabilities.

Cross-company multivariate and multilevel analyses revealed that differences in inclusive policies and practices do influence differences in employees' perceptions of their company's environment when it comes to inclusion. Similarly, analyses reveal these perceptions of inclusion matter greatly. They affect job satisfaction and commitment and behaviors that ultimately impact an organization's bottom-line: tenure and turnover, as well as organizational citizenship behaviors. Although across the companies we generally saw low levels of dissatisfaction, turnover intentions, and moderately high levels of commitment, citizenship behavior, and tenure with the organization, we did find variability that was directly related to an inclusive climate.

A positive relationship with one's manager, and having a manager that engages in diversity valuing behaviors and views accommodations as a strong investment in his or her employees, is a manager that protects employees from feeling negatively treated. Other analyses revealed that managers are central to understanding how employees perceive their work

Other analyses revealed that managers are central to understanding how employees perceive their work environment, their fit in that work environment, their experiences in that work environment (both positive and negative), and ultimately their behaviors and intentions.

environment, their fit in that work environment, their experiences in that work environment (both positive and negative), and ultimately their behaviors and intentions. Companies with policies that enable their managers to be more supportive and train and reward them for implementing inclusive work policies will see a more satisfied and more positively engaged workforce. Interviews confirmed these findings. Managers report valuing diversity and attempting to make all accommodations as possible. Some noted that they would benefit from more flexibly defined policies in order to ensure that they could do "what's right."

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Finally, it is important to emphasize that many of the findings revealed that inclusive corporate cultures are universally beneficial (Blanck, 2008a). People with disabilities largely responded in the same positive ways that all employees did to an inclusive climate; people without disabilities took advantage of, and benefited from, accommodations and flexibility in the workplace. Companies with an inclusive corporate culture benefit from an entire workforce that feels valued and returns value.

> *Companies with an inclusive corporate culture benefit from an entire workforce that feels valued and returns value.*

SECTION VI: IMPLICATIONS AND RECOMMENDATIONS

In the future, additional case studies with different size organizations in diverse market sectors should be conducted to validate and refine the benchmarks developed in this project. Longitudinal case studies may document changes over time. In addition, explorations may be made of the weighted value of specific benchmarks in terms of their impact on documented inclusive employment outcomes, which will also enable shorter versions of these surveys to be validated. Such data will further strengthen the business case for diverse and inclusive employment and can tie to additional outcomes such as shareholder value. It is imperative that these benchmark indicators and research findings be disseminated widely to positively impact corporate culture and business practices across market sectors that improve employment outcomes for persons with disabilities (Blanck, 2008b).

Implications for Employers

- Articulate a message that there is a commitment to the hiring and equitable treatment of people with disabilities.

- Articulate the value of accommodation and its return on investment for the organization.

- Include disability in the diversity and inclusion agenda of the organization (including but not limited to adding disability as a stated goal of their formal diversity policy or annual report).

- Assess the organization's climate for inclusion and address weaknesses

- Build cultural factors into performance management at the organizational and individual levels.

Implications for HR Professionals

- Implement effective communication strategies regarding accommodation policies and practices (i.e. centralized fund for accommodations, keeping data on accommodations,

targeted recruiting and advancement opportunities, etc.) and other disability initiatives (i.e. commitment to hiring, affinity groups, and disability within diversity initiatives).

- Implement effective communication strategies regarding the organization's commitment to diversity issues, because the more people perceive this commitment, the more committed they perceived the organization to be towards equitable employment practices in general.

- Create mentoring opportunities that include people with disabilities.

- Include disability in the diversity initiatives (i.e. goal setting on recruitment; access to training and advancement opportunities; affinity groups; etc.).

- Conduct trainings for managers regarding disability (i.e. awareness about potential discrimination and cultural issues; accommodation policies; disability leave absence policies; return to work policies; etc.).

- Include effectiveness in diversity and inclusion into supervisor job descriptions and performance management expectations.

- Use disability networks for more effective recruitment of people with disabilities and information on accommodations.

Implications for Managers

- Managers need to be made aware of how powerfully their behavior influences the experience of discrimination for people with disabilities and also influences the behavior of others toward co-workers with disabilities.

- Managers need to be made aware that the respect with which they treat people requesting accommodations is a key predictor of engagement (even more so than the organization's procedures for responding to accommodation requests).

- Managers' perceptions of the openness of the work environment predict discrimination experienced by employees with disabilities, thus managers need to trust these judgments and act on any concerns.

- Managers need to be made aware of how powerfully their behavior influences the experience of discrimination for people with disabilities and also influences the behavior of others toward co-workers with disabilities.

- The more inclusive the decision-making environment, the more psychological empowered employees feel, and the more they feel supported and valued by the organization, the less conflict they experience in their group. A climate for inclusion overall is better when managers engage in "diversity behaviors" - acknowledging all team members, promoting cooperation, being flexible, respecting everyone. In addition, discrimination is lower when the department manager engages in valuing diversity behaviors.

Implications for Disability Service Providers

- Coach people with disabilities on ways to be empowered in their employment experience: identify and seek enhanced job responsibilities; identify and reach out to mentors; establish closer relationships with supervisors; etc.

- Provide workplace accommodation consultation services which also address the importance of workplace culture factors for the longer term job satisfaction and retention of people with disabilities (as well as other employees).

- Reach out to employers to participate in youth with disability mentoring opportunities, and other ways to increase exposure to people with disabilities (managers who have been exposed to people with disabilities on a person level treat their employees with disabilities more fairly).

Implications for People with Disabilities

- Articulate interest in enhanced job responsibilities and seek out means to gain it (i.e. training, interim assignments, etc.).

- Identify and seek out relationships with mentors.

- Infuse disability into the diversity dialogue at trainings, affinity groups, etc.

- Find ways in the community to network the company with disability networks (i.e. disability mentoring opportunities; Disability Awareness month; fund raisers and other events targeting the issues and needs of people with disabilities; etc.).

Policy Recommendations

The multiple findings from the case studies help identify ways to support model business behaviors that produce an inclusive workforce with high levels of satisfaction by all stakeholders. Public policy and ODEP led initiatives can encourage and facilitate the adoption of the identified model behaviors across business sectors that will increase participation and advancement of workers with disabilities.

Public policy development and ODEP led initiatives to consider include:

1. An Executive Order that would charge ODEP and the Office of Federal Contract Compliance Programs (OFCCP) with the convening of a time-limited work group with representatives of the Departments of Labor, Education, Transportation, Health and Human Services, Commerce and Defense as well as the Social Security Administration and other Federal Agencies to design a common set of questions to evaluate all current and potential government contractors' business polices and practices regarding recruitment, training, accommodation and advancement of workers with disabilities. The benchmarks developed from the case study research would provide a starting point. Positive scores would become a

factor in OFCCP's evaluation of contract performance by using the benchmarks as part of annual reporting requirements to encourage favorable and economically sound business practices.

2. In collaboration with US DOL honored employers, ODEP would convene an employer work group to consider identification of weighted value for each of the 32 specific benchmarks. Further testing and validation of a weighted scale for the benchmarks with additional companies of various sizes and from different sectors would be initiated.

3. ODEP present to the ICDR on the findings from the case studies and encourage the adoption of the benchmarks and the survey instrument across federal agencies to continue to build a database on inclusive employment practices.

4. ODEP and the Department of Labor adopt the benchmarks to review applicants for future DOL recognition and awards that advance inclusive business practices. The benchmarks offer an objective system to measure inclusive business practices that advance the recruitment, hiring, retention, and career advancement of persons with disabilities.

5. ODEP establish an Inclusive Business Practices Training and Technical Assistance Center that expands understanding and use of the Benchmarks by employers to increase recruitment, training, retention and advancement of individuals with disabilities.

6. ODEP in collaboration with the US Department of the Treasury, USBLN and other business groups including the Chamber of Commerce should explore options to consolidate and simplify current business tax credits and deduction that encourage and facilitate workplace accommodations and supports for individuals with disabilities.

CONCLUSION & FURTHER RESOURCES

The Disability Case Study Research Consortium in collaboration with the Office of Disability Employment Policy at the US Department of Labor has for the first time created a scientifically rigorous, standardized and replicable method for conducting case studies and benchmarking critical elements of employer corporate culture that improves the hiring, retention and promotions of persons with disabilities. The benchmarks which identify inclusive policies and practices, attitudinal and behavioral indicators of inclusive employment, and bottom line outcomes in terms of tenure, advancement, and reduced turnover offer a promising new system of objective measures to help define corporate culture that values diversity and increases job satisfaction and productivity for all workers with and without disabilities. Additional case studies with different size organizations in diverse market sectors can help further validate the benchmarks. For employers and human resource professionals as well as individuals with disabilities and policymakers, there is a new objective approach to both design and advance the inclusive workforce.

For more information, please see:

http://bbi.syr.edu/projects/corpculture/

http://www.dol.gov/odep/categories/research/

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