Demand-Side Employment Research

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Agenda

1. An overview of the Minnesota Theory of Work Adjustment

2. The WIOA

3. A review of demand-side employment research

4. Development and validation of the *Disability Inclusion Profiler*

5. Application of the Disability Inclusion Profiler

6. Future research

7. Discussion (Dr. Mary Huber)

1

The Minnesota Theory of Work Adjustment

The Minnesota Theory of Work Adjustment
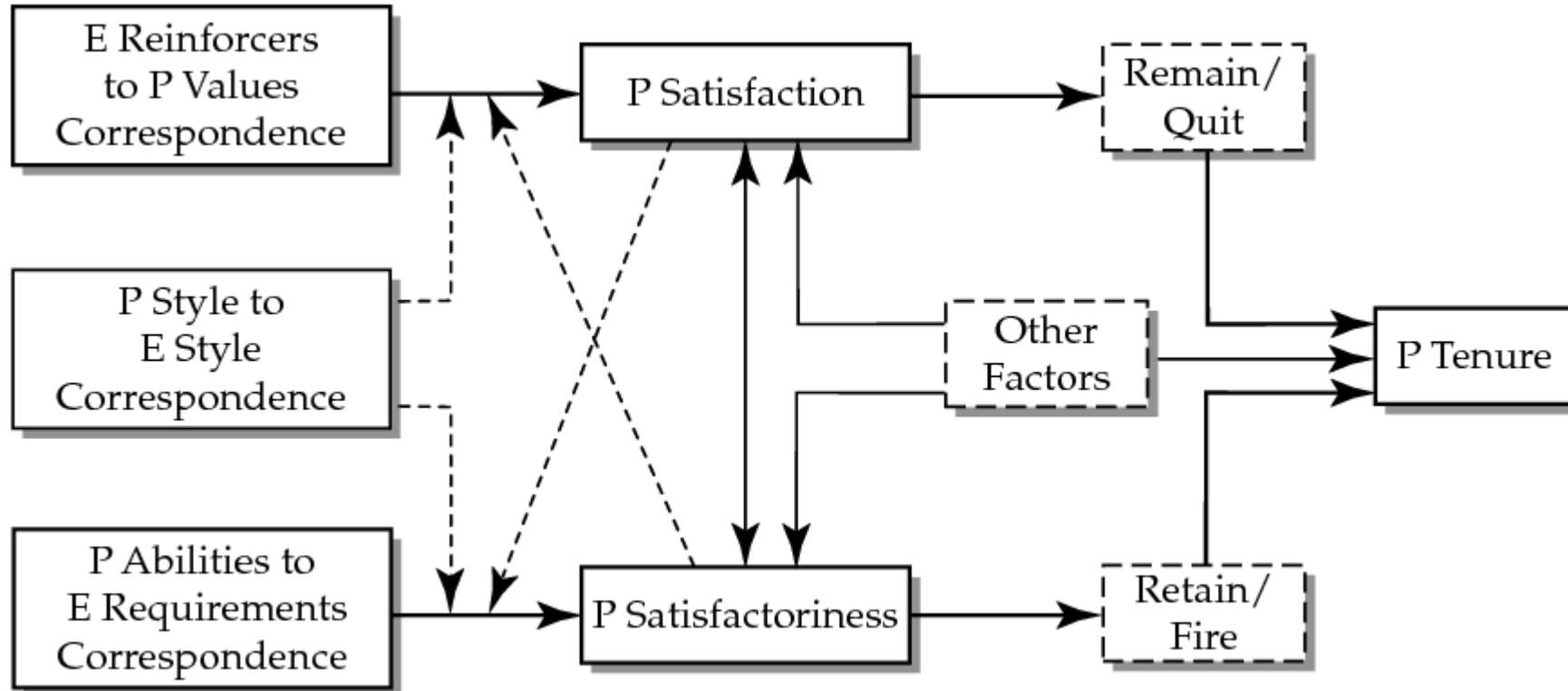
The Supply-Side Employment Approach

- Supply-Side employment has a focus on providing medical, psychological, educational, and vocational services to improve functioning, stamina, and job skills of people with disabilities, without considering the role of organizational behaviors, employer needs, and the changing labor economy.

The Demand-Side Employment Approach

- Demand-side employment focuses on workplace cultures and employers' disability inclusion practices (and the interaction of employer demand and the environment [e.g., the job economy]) as predictors of employment outcomes for people with disabilities (Chan et al., 2010).

2
The Workforce Innovation and Opportunity Act

The Workforce Innovation and Opportunity Act and Rehabilitation Act Amendments of 2014

- Local Labor Market Analysis
- Employer Engagement
- Job-Driven Training/Customized Training
- Transition
- Postsecondary Education
- Pre-Employment Transition Services

3

Overview of Demand-Side Employment Research

Focus Group Study

From May through October 2004, EARN conducted focus group research in 13 major metropolitan areas with 26 groups of private sector executive-level managers and human resources professionals. The key question asked was:

What one thing would need to change to improve the hiring climate for people with disabilities?

Grizzard, W. (2005). *Meeting demand-side expectations and needs*. Paper presented at the ADA 15th Anniversary Seminar, Washington, DC.

Key Findings

- Employers need more ACCURATE AND PRACTICAL INFORMATION to dispel preconceptions and concerns about hiring people with disabilities.

- Employers are concerned that people with disabilities cannot do the type of work that the organization needs to have done.

- Employers want credible information including facts and statistics to dispel myths and misconceptions about people with disabilities.

- Employers' immediate concerns involve retention and return-to-work of injured workers, not recruiting and hiring of people with disabilities.

ODEP

Office of Disability
Employment Policy

Survey of Employer Perspectives on the Employment of People with Disabilities

- A random sample of 7387 companies representing 2,469,000 companies.

- Interviews were completed with 3,797 respondents, for a response rate of 51.4 percent.

- Company Size:
  - Small (5-14 employees)
  - Medium (15-249 employees)
  - Large companies (250 or more employees)

Domzal, C., Houtenville, A., & Sharma, R. (2008). *Survey of employer perspectives on the employment of people with disabilities*: Technical report. U. S. Department of Labor, Office of Disability Employment Policy. Retrieved from https://www.dol.gov/odep/research/SurveyEmployerPerspectivesEmploymentPeopleDisabilities.pdf

12 Industries

- Construction

- Wholesale trade

- Retail trade

- Transportation and warehousing

- Information

- Financial activities

- Professional and business services

- Education and health services

- Leisure and hospitality

- State and local government

- Manufacturing

- Other services

Key Findings

- SMALL companies (employing 5 to 14 people): 11% report employing people with disabilities.

- MEDIUM-SIZED companies (employing 15 to 249 employees): 23% report employing people with disabilities

- LARGE companies (employing 250 or more employees): 53% report employing people with disabilities.

Key Findings

Frequently cited challenges:

- Nature of the work cannot be effectively performed by persons with disabilities.

- Health care costs, workers compensation costs and fear of litigation (concerns of small and medium companies).

- Cost of hiring and the belief that people with disabilities lack the skills and experience necessary to perform (concerns of small and medium companies.

- Supervisor uncertainty about how to take disciplinary action (concerns of large companies).

Key Findings

Recruiting people with disabilities

14% of the companies report that they actively recruit people with disabilities.

Larger companies are more likely to actively recruit people with disabilities (34%) than smaller companies (8%).

Service-producing industries are more likely to actively recruit than those in goods-producing industries.

Key Findings

Recruitment, hiring and retention strategy

- Visible commitment from top management (the top down approach).

- Mentoring (large companies).

- Employer tax credits (small and medium companies).

Demand-Side Factors Related to Employment of People with Disabilities: A Survey of Employers in the Midwest Region of the United States

Fong Chan • David Strauser • Patrick Maher • Eun-Jeong Lee • Robin Jones • Ebonee T. Johnson

Table 3 Summary of hierarchical regression analysis for commitment to hire score

Step	Predictor	ΔR^2	F	B	SE B	β
1		.080	2.768			
	Female			.061	.118	.046
	Age			.009	.006	.123
	Contact with disability			.225	.170	.174*
	Company size			.064	.026	.208*
2		.497	23.892			
	Female			−.052	.086	−.039
	Age			.030	.004	.042
	Contact with disability			.035	.081	.003
	Company size			.007	.021	−.023
	ADA knowledge			.251	.093	.246**
	Disability management			.077	.069	.087
	Negative attitude			−.107	.129	−.056
	Positive perceptions			.151	.136	.074
	Diversity climate			−.160	.113	−.121
	Inclusion of disability			.734	.128	.565**

Note For total model: $R^2 = .58$, $F(10, 122) = 16.63$, $P < .001$; for step 1: $\Delta R^2 = 0.08$, $F(4, 128) = 2.77$, $P < .03$; for step 2: $\Delta R^2 = 0.50$, $F(10, 122) = 23.89$, $P < .001$

* $P < .05$

** $P < .01$

Key Findings

- HR and hiring managers in this study were not overly enthusiastic about people with disabilities as reliable and productive employees.

- ADA and job accommodations training might improve these managers' attitudes toward people with disabilities.

- Intervention at the senior management level should focus on changing company policies to include disability as part of the company's diversity efforts.
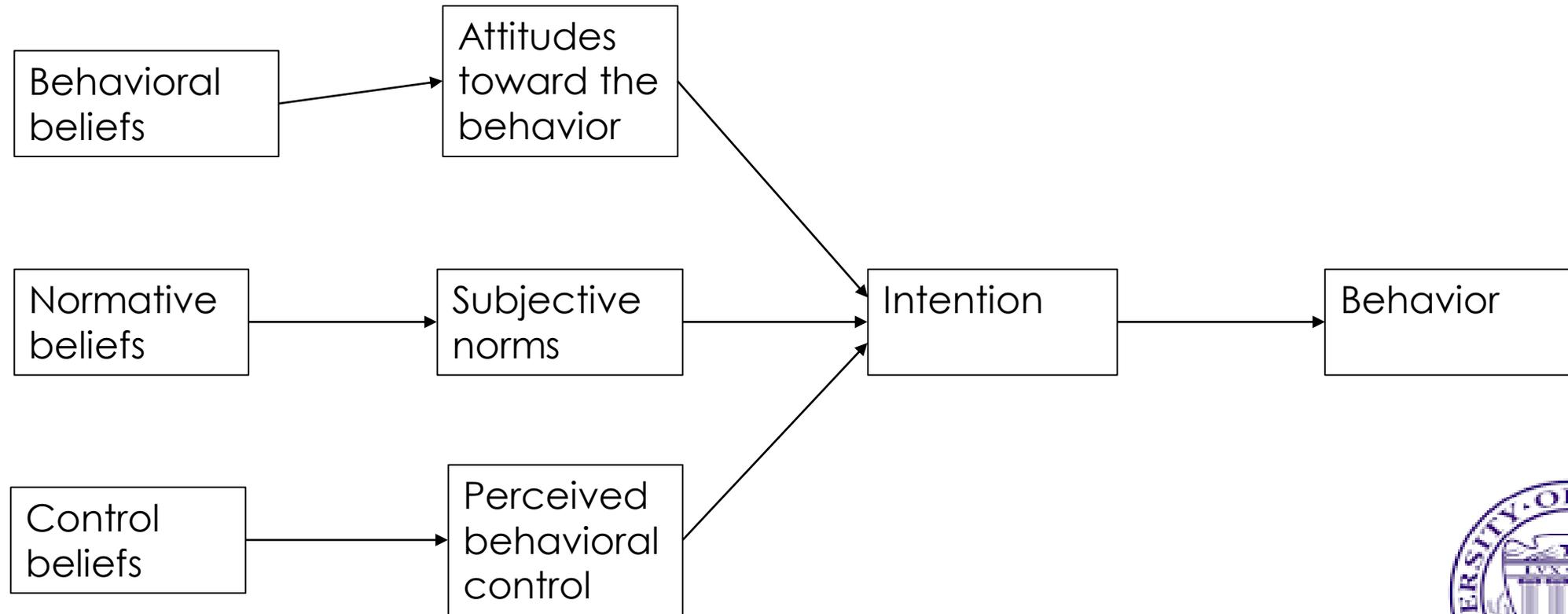
Understanding employers' hiring intention in relation to qualified workers with disabilities

Robert Fraser • Icek Ajzen • Kurt Johnson • James Hebert • Fong Chan

Theory of Planned Behavior

Key Findings

Multiple regression results

- Intention was regressed onto attitude, subjective norm, and perceived control.

- The result was significant with R^2 = .67, F(3, 73) = 48.80, p < 001. (Large effect size.)

- An examination of the beta coefficients revealed that ATTITUDE (β = .24, p < .05), SUBJECTIVE NORM (β = .48, p < .01), PERCEIVED CONTROL (β = .22, p < .05) are significant in predicting INTENTION to hire people with disabilities.

Key Findings

- The theory of planned behavior (TPB) successfully predicted intentions to engage in outreach activities relative to hiring qualified workers with disabilities, accounting for 67% of the variance (large effect size; Cohen, 1988).

- Although both attitude and perceived behavioral control made significant contributions to the prediction, subjective norms were found to be of greatest importance.

Key Findings

Recommendations:

- State administrators of vocational rehabilitation need to target their marketing and educational efforts to C-suite and top-level executives and mid-level managers in order to establish normative expectations supportive of disability inclusion in the workplace.

- Avenues to management might be through Chambers of Commerce, Rotary Clubs, Societies for Human Resources Managers, and State Business Leadership Networks.

Misperceptions about people with disabilities in the workplace

- People with disabilities tend to be litigious.

- People with disabilities have trouble getting along with others on the job.

- People with disabilities often require extra time to learn new work tasks.

- People with disabilities tend to call in sick more often than other workers due to health or personal problem.

- People with disabilities have trouble getting their work done on time and often need others to help them finish the job.

- People with disabilities often require costly reasonable accommodations (e.g., specialized equipment, facility modifications, adjustments to work schedules or job duties) to do their job.

- Co-workers are not very comfortable working with this group of individuals.

Bezyak, J., Moser, E., Iwanaga, K., & Chan, F. (in review). Assessing employers' stigmatizing attitudes toward people with disabilities: A brief report. Submitted to Journal of Vocational Rehabilitation (October 2020).

4
Disability Inclusion Profiler

Empirical Studies

The Research Base of the Disability Inclusion Profiler

Chan, F., Strauser, D., Gervey, R., & Lee, E.J. (Eds.) (2010). Demand-side factors related to employment of people with chronic illness and disability (Special Issue). *Journal of Occupational Rehabilitation*.

Chan, F., Strauser, D., Gervey, R., & Lee, E.J. (2010). Introduction to demand-side factors related to employment of people with chronic illness and disability. *Journal of Occupational Rehabilitation, 20*, 407–411. DOI 10.1007/s10926-010-9243-7

Chan, F., Strauser, D., Maher, P., Lee, E.J., Jones, R., & Johnson, E. T. (2010). Demand-side factors related to employment of people with disabilities: A survey of employers in the Midwest region of the United States. *Journal of Occupational Rehabilitation, 4*, 412-419. DOI: 10.1007/s10926-010-9252-6

Habeck, R., Hunt, A., Rachel, C.H., Kregel, J., Chan, F. (2010). Employee retention and integrated disability management practices as demand side factors. *Journal of Occupational Rehabilitation, 4*, 443-455. doi:10.1007/s10926-009-9225-9.

Fraser, R. T., Johnson, K., Hebert, J., Copeland, J., Brown, P., & Chan, F. (2010). Understanding employers' hiring intention in relation to qualified workers with disabilities: Preliminary findings. *Journal of Occupational Rehabilitation, 4*, 420-426. doi:10.1007/s10926-009-9220-1.

Empirical Studies

The Research Base of the Disability Inclusion Profiler

Fraser, R., Ajzen, I., Johnson, K., Hebert, J., & Chan, F. (2011). Understanding employers' hiring intention in relation to qualified workers with disabilities. *Journal of Vocational Rehabilitation, 35*, 1-12.

Phillips, B., Deiches, J., Morrison, B., Chan, F., & Bezyak, J (2016). Disability diversity training: Current practices and future directions. *Journal of Occupational Rehabilitation, 26*(3), 264-275. doi: 10.1007/s10926-015-9612-3

Phillips, B. N., Morrison, B., Deiches, J. F., Yan, M. C., Strauser, D., Chan, F., & Kang, H. J. (2016). Employer-driven disability services provided by a medium-sized information technology company: A qualitative case study. *Journal of Vocational Rehabilitation, 45*, 85–96.

Iwanaga, K., Chen, X., Wu, J. R., Lee, B., Grenawalt, T.A., Chan, F., Bezyak, J. & Tansey, T. N. (2018). Assessing disability inclusion climate in the workplace: A brief report. *Journal of Vocational Rehabilitation, 49*(2), 265-271.

Empirical Studies

The Research Base of the Disability Inclusion Profiler

Tu, W. M., Pfaller, J., Iwanaga, K., Chan, F., Strauser, D., Wang, M. H., & Ditchman, N. (2018). A psychometric validation of the Employers' Stigmatizing Attitudes toward Cancer Survivors Scale. *Journal of Occupational Rehabilitation, 28*(3), 541-547. https://doi.org/10.1007/s10926-017-9746-6

Bezyak, J., Moser, E., Iwanaga, K., Wu, J. R., Chen, X., & Chan, F. (2020). Disability inclusion strategies: An exploratory study. *Journal of Vocational Rehabilitation, 53*, 183–188. DOI:1 0.3233/JVR-201095

Chan, F., Tansey, T. N., Iwanaga, K., Bezyak, J., Wehman, P., Phillips, B., Strauser, D., & Anderson, C. (in press). Company characteristics, disability inclusion practices and employment of people with disabilities in the Post COVID-19 job economy: A quantitative study. *Journal of Occupational Rehabilitation*.

Grenawalt, T. A., Brinck, E. A., Friedfeld-Kessekmayer, R., Phillips, B. N., Geaslak, D., Strauser, D, Chan, F., & Tansey, T. N. (in press). Autism in the workplace: A case study. *Journal of Management and Organization*.

Empirical Studies

The Research Base of the Disability Inclusion Profiler

Grenawalt, T. A., Kesselmayer, R. F., Mpofu, N., Chen, X., Iwanaga, K., Wu, J. R., Chan, F., & Tansey, T. N. (in press). Employer practices for hiring people with disabilities: Lessons from the literature. *Human Resource Development Review*.

Iwanaga, K., Chan, F., Chen, X., Lee, B., Grenawalt, T. A., Wu, J. R., Mpofu, N., & Tansey, T. N. (in press). Factors influencing employers' motivation to recruit and hire people with disabilities: A scoping review. *Journal of Rehabilitation*.

Iwanaga, K., Chan, F., Ditchman, N. & Tansey, T. (in press). Assessing workplace culture and disability inclusion climate: A preliminary study. *Journal of Applied Rehabilitation Counseling*.

Bezyak, J., Moser, E., Iwanaga, K., & Chan, F. (2020). Assessing employers' stigmatizing attitudes toward people with disabilities: A brief report.

Literature Review

The Research Base of the Disability Inclusion Profiler

- Gainful employment has many known financial, psychological, social, and health benefits.

- Work identity (the meaning of people's jobs and its relationship to their sense of being) is a predominant part of people's self-identity and a requisite component of living a meaningful and fulfilled life.

- Persons who are gainfully employed have better physical and mental health than those who are unemployed.

- Unemployment, income inequality, and poverty are associated with poor physical and mental health, low self-esteem, and lower levels of life satisfaction.

- People with disabilities are vulnerable to the debilitating consequences of unemployment and poverty.

- A comprehensive review of the literature indicated that disability inclusion practices are related to employment of people with disabilities in the workplace.

The Disability Inclusion Profiler

- Use the standard test development process to develop the Test Specifications.

- Comprehensive review of the disability inclusion practice literature.

- Review of the SPR/*n*Ablement Employer Survey.

- Review of the Disability Tracker.

- Focus groups with employers.

- Delphi study with employers.

- Pilot testing with 284 HR Professionals.

The Disability Inclusion Profiler

Final version of the *Disability Inclusion Profiler* is composed of 34 disability inclusion practices.

There are two rating scales:

The importance rating (1 = *Not important*, 2 = *Somewhat important*, 3 = *Important*, 4 = *Very important*)

The implementation rating (1 = *Not currently in implementation*, 2 = *In planning for implementation*, 3 = *Partial implementation*, 4 = *Full implementation*).

Validity: The weighted implementation total score of the *Disability Inclusion Profiler* was significantly associated with employment of people with disabilities in the workplace ($r = .32$, $p < .001$; medium effect size).

Reliability: Internal consistency reliability (Cronbach's alpha) coefficient .88.

Disability Inclusion Practices
Level 1 practices (correlations with employment rates between r = .20 and .26)

- Have an accommodations budget line item to cover costs of accommodations for employees.

- Participate in job fairs for people with disabilities.

- Have annual targets and assess performance to achieve application and employment goals of persons with disabilities.

- Have in-house (or contractual) disability management personnel that are responsible for handling issues related to the ADA and job accommodations.

- Have a hiring manager with a disability.

- Senior leadership clearly communicates its commitment to employment of people with disabilities.

- Post statement of commitment to hiring people with disabilities on the company website.

- Have a senior executive with a disability.

- Provide disability inclusion training for company's HR recruiters.

- Have a mechanism to assess the number of people with disabilities in the company.

Disability Inclusion Practices
Level 2 practices (correlations with employment rates between r = .10 and .19)

- Report progress toward hiring persons with disabilities to senior management.

- Have internship and summer employment programs directed toward high school and college students with disabilities.

- Identify and select partners that can be valuable in recruiting qualified individuals with disabilities.

- Have internal and external resources to support the goals of the company's disability employment and inclusion program.

- Have a mentoring program to promote advancement of diverse persons.

- Communicate emergency preparedness policy or procedures with specific mention of persons with disabilities.

- Have strategies to attract qualified applications from persons with disabilities.

- Include disability in the company's diversity and inclusion policies and procedures.

Disability Inclusion Practices
Level 2 practices (correlations with employment rates between r = .10 and .19

- Senior leadership communicates clearly and affirmatively the company's commitment to recruit and hire people with disabilities.

- Have contracts with employment agencies.

- Have a disability accommodation policy.

- Include "work and disability" as a topic in the company's new employee orientation training.

- Offer an Employee Assistance program.

- Have process to assess website for compliance of coding with existing law and regulations.

- Have policy to make all job interview candidates aware of the option to request an accommodation(s) for the interview.

- Emergency preparedness policy or procedures in place with specific mention of persons with disabilities.

- Offer health care coverage to employees.

Disability Inclusion Practices
Disability Inclusion Practices Not Related to Utilization Rates

- Have stay-at-work and return-to-work retention policies and procedures.

- The Section 503 Voluntary Self-Identification of Disability Form has been implemented in the HR new employee processing system.

- Offer a health and wellness program to employees.

- The workplace is accessible to people with disabilities.

- Offer short-term disability benefits that are managed to promote retention of people with disabilities in the work force.

- Display non-discrimination and/or equal opportunity policy language that specifically mentions disability on company external public-facing recruitment/career website.

One-Way ANOVA

Table 1. Company Size, Implementation of Disability Inclusion Practice, and Utilization Rate

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Measure	Small *M SD*	Medium *M SD*	Large *M SD*	*F*(2, 461)
Implementation score	44.26 (12.22)	50.78 (9.92)	52.16 (8.45)	24.87***
Utilization rate	1.20% (1.93%)	2.81% (2.19%)	3.53% (2.28%)	40.19***

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*p < .05, **p < .01, ***p < .001

One-Way ANOVA

Table 2. Fortune 500 Company, Implementation of Disability Inclusion Practice, and Utilization Rate

_____

Measure	Non-Fortune 509 M SD	Fortune 500 M SD	$F(1, 461)$
Implementation Score	44.26 (12.22)	48.96 (10.61)	12.24***
Utilization rate	2.34% (2.29%)	4.04% (2.11%)	52.55***

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*p < .05, **p < .01, ***p < .001

One-Way ANOVA

Table 3. Federal Contractors, Implementation of Disability Inclusion Practices, and Utilization Rate

Measure	Non-Contractors *M SD*	Federal Contractors *M SD*	*F*(1, 461)
Implementation Score	47.50 (11.26)	52.79 (7.46)	37.82***
Utilization rate	2.09% (2.23%)	3.57% (2.15%)	50.70***

*p < .05, **p < .01, ***p < .001

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Disability Inclusion Profiler: Application

Disability Inclusion Profiler: Application

Disability inclusion practices can be classified into two levels of practices:

Level 1 Executive level disability inclusion practices. It represents leadership/executive's commitments and efforts to influence down and across the organization to drive behavior change.

- Communicate their strong commitments.
- Provide the infrastructure and resources.
- Establish an enterprise-wide accommodations budget line item to pay for applicant and employee accommodations.
- Assure the organization has in-house (or contractual) disability management specialists who are knowledgeable and have the expertise to manage issues related to the ADA and job accommodations.
- Allocate funding for disability inclusion training (disability inclusion preparedness).
- Set utilization goals for employment of persons with disabilities at all levels.
- Establish procedures to conduct an annual review to evaluate disability inclusion efforts and outcome.

Disability Inclusion Profiler: Application

Level 2 Middle management and staff level disability inclusion practices. It has a focus on execution of disability inclusion practices by mid-level managers and staff to recruit, hire, and retain people with disabilities.

- Establish a paid internship program.
- Establish a summer disability employment program.
- Recruit people with disabilities using a trial employment program.
- Partner with state vocational rehabilitation agencies.
- Partner with community-based rehabilitation organizations.
- Provide disability inclusion training.
- Prepare annual disability inclusion performance report.

Disability Inclusion Profiler: Application

- With the COVID-19 pandemic, the U. S. economy is entering another recession (Stephens, 2020). When the supply of workers is higher than the demand for workers, employers will be even more reluctant to hire people with disabilities.

- Use innovative strategies to identify employers who have a high propensity to hire people with disabilities.

- Connect and cooperate with employers to identify types of workers and job positions they need to fill.

- Provide customized training for their clients to fill those positions.

- Leadership and district managers in state vocational rehabilitation agencies need to build relationships with senior executives of these types of companies to influence their attitudes toward hiring people with disabilities, and opening doors for rehabilitation counselors to connect with employers.

- Rehabilitation counselors need to increase their employer engagement efforts by developing working relationships with companies that are active in the US Business Leadership Network (USBLN), Society for Human Resource Management (SHRM), the ADA regional centers, and Chamber of Commerce organizations in their communities.

Disability Inclusion Profiler: Application

The *Disability Inclusion Profiler* used in this study can be a useful tool for vocational rehabilitation professionals to initiate relationships with various companies by offering to assess workplace culture and disability inclusion climate and provide disability inclusion training for their employees without disabilities and workplace support for employees with disabilities.

6

Future Research Directions

1.

2.

3.

Future Research Directions

7

Discussion with Professor Mary J. Huber

Q & A

Thank You