Workplace Inclusion And Neurodiversity

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Autism@Work Summit
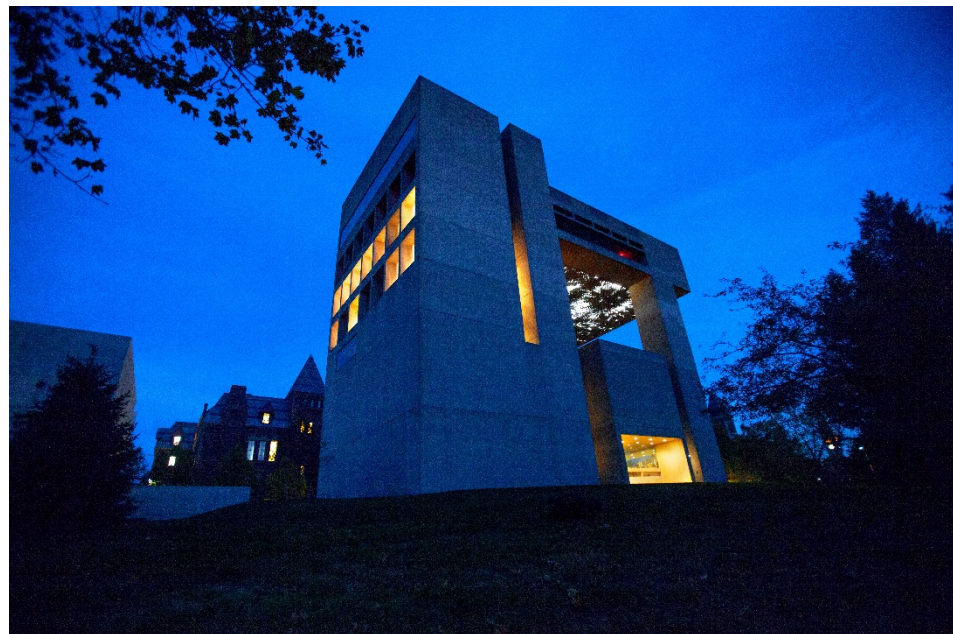
September 6, 2017

Sydney, Australia

Cornell University Worldwide

Cornell University Ithaca, NY

- Private and public
- Land grant
- **Outreach mission**
- Global in reach

- 22,000 students
- 10,000 faculty/staff
- 22 libraries
- 4,000 courses
- 108 graduate fields
- 80 formal majors

Yang-Tan Institute on Employment and Disability

- Focus on maximizing full inclusion of people with disabilities in employment and civil society

- Enterprise unit

- Conduct research and knowledge translation/diffusion activities

- Multi-disciplinary team

Related DXC Portal at Cornell

What We're Focusing on Today

- Workplace is changing rapidly and talent is needed
- Global directives in human rights and economic development support inclusion of all people
- A workplace neurodiversity inclusion strategy is good business and key businesses are showing the way!
- There are HR policies and practices known to improve workplace inclusion in recruitment/hiring, career development/retention, climate for inclusion
- We can apply these to increase successful employment outcomes for neuro-diverse individuals
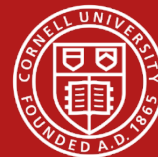
Need for Innovation in Talent Management

- Companies are looking for skilled talent globally; many jobs are going unfilled

- Yet many groups are significantly under-employed and among these are neuro-diverse individuals

- Results in significant underuse of talent, employment and economic disparities, and social/community isolation

- Increasing flexibility in business' search for talent, ways of working, and use of technology may offer new opportunities – inclusive design of technology

- We're here to "seize the moment" for needed change

Workplace Inclusion Strategy Makes Sense

- Increased labor pool of untapped talent
- New talent committed to success
- Increased productivity
- Increases diverse thinking and problem solving
- Empowered labor force
- Raises visibility/respect/following from the community
- Good for business overall!

Assess your organization's workplace disability inclusion
www.BenchmarkABILITY.org

Cornell University ILR School shared: Following • 11s

Cornell's BenchmarkABILITY is a self-assessment tool for organizations interested in the inclusion of people with disabilities in their workforce. Learn more https://lnkd.in/dzQwBZi

What is Benchmark**ABILITY?**

Recruitment & Hiring

Metrics & Analytics

YOUR ORGANIZATION

Diversity & Inclusion

Career Development & Retention

Accessibility & Accommodation

Compensation & Benefits

Like • Comment
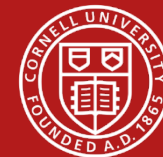
Recruitment and Hiring

Percentage of organizations which implemented each practice or policy

Practice or Policy	Percentage
PWD considered in management performance	17
Internships for PWDs	19
Explicit PWD organizational goals	25
Used tax incentives for hiring PWD	27
Strong senior management commitment	38
Actively recruiting PWD	45
Relationships with community organizations	54
PWD in diversity & inclusion plan	59

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

Do HR policies and practices matter?

YES!

After adjusting for organizational characteristics:

Each practice significantly increased likelihood of hiring an individual with a disability

Erickson, W. A., von Schrader, S., Bruyère, S. M., VanLooy, S. A., & Matteson, D. S. (2014). Disability -inclusive employer practices and hiring of individuals with disabilities. *Rehabilitation Research, Policy, and Education*, *28*(4), 309–328. doi:10.1891/2168-6653.28.4.309

Effective Affirmative Hiring Initiatives

Organizations with: **Increased likelihood of hiring:**

- Targeted internships: 5.7 times
- Strong senior management commitment: 4.8 times
- Explicit organizational hiring goals: 4.1 times
- Active recruitment, screening, interviewing: 3.2 times
- Including in diversity & inclusion plan: 3.2 times
- Relationships with community orgs: 2.7 times

Erickson, W. A., von Schrader, S., Bruyère, S. M., VanLooy, S. A., & Matteson, D. S. (2014). Disability -inclusive employer practices and hiring of individuals with disabilities. *Rehabilitation Research, Policy, and Education*, *28*(4), 309–328. doi:10.1891/2168-6653.28.4.309
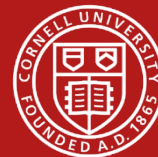
Implications for Improving Recruitment/Hiring Outcomes

- Start with internship programs – easiest win!

- Get an executive champion passionate about issues around inclusion and neurodiversity

- Set concrete recruitment/hiring goals as a part of the business strategy

- Messaging about affirmative interest to recruit

- Align with a community partner who can source qualified candidates and support company efforts

- Spread the word and build internal allies

Effective Career Development and Advancement Initiatives

Includes progress toward retention or advancement goals for employees with disabilities in the performance… — 9

Has explicit organizational goals related to retention or advancement of employees with disabilities — 13

Has a disability-focused employee network (e.g., employee resource group or affinity group) — 13

Offers special career planning and development tools for employees with disabilities — 16

Has a structured mentoring program to support employees with disabilities — 17

Invites employees to confidentially disclose whether they have a disability (e.g., staff surveys) — 41

Encourages flexible work arrangements for all employees (e.g., flextime, part-time, telecommuting) — 57

Has a return to work or disability management program for employees who are ill/injured or become disabled — 76

Erickson, W. A., von Schrader, S., Bruyère, S. M., & VanLooy, S. A. (2013). The employment environment: Employer perspectives, policies, and practices regarding the employment of persons with disabilities. *Rehabilitation Counseling Bulletin*, *57*(4), 195–208. https://doi.org/10.1177/0034355213509841

Career Development/Retention Policies and Practices Most Often Rated as "Very Effective"

- Having a targeted employee/business network group

- Having follow-along case management services for return-to-work

- Flexible work arrangements for all employees

- Targeted mentoring programs

Erickson, W. A., von Schrader, S., Bruyère, S. M., & VanLooy, S. A. (2013). The employment environment: Employer perspectives, policies, and practices regarding the employment of persons with disabilities. *Rehabilitation Counseling Bulletin*, *57*(4), 195–208. https://doi.org/10.1177/0034355213509841

Most accommodation requests come from people without disabilities

642.9
5%

11844.2
95%

■ PWDs ■ PWODs
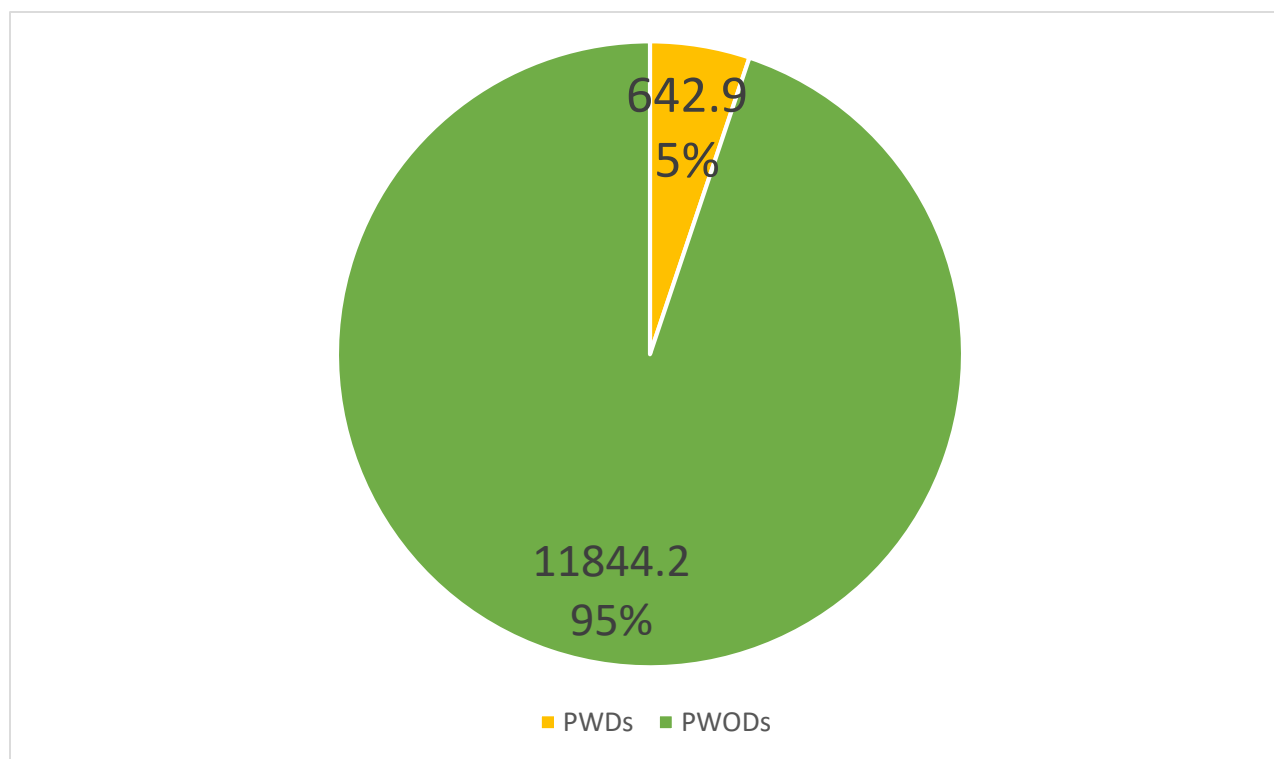
Data Source: Current Population Survey, May 2012: Disability Supplement.

von Schrader, S., Xu, X., & Bruyère, S. (2014). Accommodation requests: Who is asking for what. *Rehabilitation Research, Policy and Education, 28 (2), 329-344.*

Effective Accessibility and Accommodation Initiatives

Initiative	Value
Has a centralized accommodations fund (i.e., company-wide fund for accommodations).	19
Regularly reviews the accessibility of its on-line application system to people w/ visual, hearing, finger dexterity & cognitive…	27
Evaluates pre-employment occupational screenings to ensure they are unbiased	38
Provides advance notice to job applicants that reasonable accommodations are provided during the job application process	39
Has a formal (i.e., written, documented) decision-making process for the case-by-case provision of accommodations	44
Has an established grievance procedure to address reasonable accommodation issues	66
Allows an employee to exceed the maximum duration of medical leave as an accommodation	71
Has a designated office or person to address accommodation questions	74

Erickson, W. A., von Schrader, S., Bruyère, S. M., & VanLooy, S. A. (2013). The employment environment: Employer perspectives, policies, and practices regarding the employment of persons with disabilities. *Rehabilitation Counseling Bulletin*, *57*(4), 195–208. https://doi.org/10.1177/0034355213509841
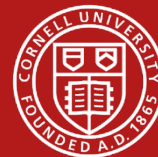
Effective Accommodation Policies

Examples:

- Centralized fund for accommodations
- Point person for questions
- Formalized accommodation request process
- Internal and external resources, when needed
- Targeted training for supervisors
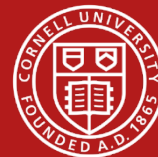- Imbed throughout the HR process

Let's Make Workplaces Where People Can Be All That They Are!

- Can feel confident about acceptance

- Build structures that offer supports when needed

- Build processes that support career growth

- Send messaging that builds confidence to be able to disclose and discuss

- Listen to what people say they need!

"Very important" factors, when deciding to disclose a disability to an employer

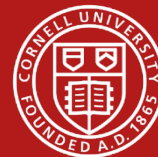|	Persons <u>with</u> a disability (N=598)
Need for accommodation	**68.2**
Supportive supervisor relationship	**63.5**
Disability friendly workplace	56.8
Active disability recruiting	50.5
Knowing of other successes	49.9
Disability in diversity statement	48.9
Belief in new opportunities	40.7

von Schrader, S., Malzer, V., Erickson, W. A., & Bruyère, S. M. (2011). *Emerging employment issues for people with disabilities: Self disclosure, leave as a reasonable accommodation, and use of job applicant screeners.* Ithaca, NY. Retrieved from http://digitalcommons.ilr.cornell.edu/edicollect/1288/

"Very important" factors when deciding to <u>NOT</u> disclose a disability to an employer

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

von Schrader, S., Malzer, V., Erickson, W. A., & Bruyère, S. M. (2011). *Emerging employment issues for people with disabilities: Self disclosure, leave as a reasonable accommodation, and use of job applicant screeners*. Ithaca, NY. Retrieved from http://digitalcommons.ilr.cornell.edu/edicollect/1288/
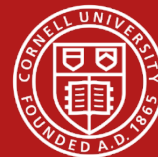
Managers' Role is Critical

- Managers are key to the quality of workplace experiences of all workers

- Manager perceptions of organizational motivation for inclusion of diverse individuals (true inclusion interests rather than legal compliance) positively impacts climate for inclusion

- Self-disclosure most often occurs with the manager or co-workers, rather than with HR; education and training around disclosure is vital to foster inclusive workplace culture and facilitate accommodations, when needed

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

In Summary:
Best Practices for Employers

- **Develop top leadership commitment**
  Establish targeted hiring goals as a clear priority, mobilize middle management, place neuro-diverse individuals in leadership and middle management positions

- **Assign responsibility**
  Put someone in charge of attracting, engaging, and advancing diverse populations, including neurodiversity

- **Find a community partner**

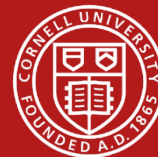 Source qualified candidates; provides coaching, supports

Adapted from Linkow, P., Barrington, L., Bruyère, S. M., Figueroa, I., & Wright, M. (2013). *Leveling the playing field: Attracting, engaging, and advancing people with disabilities* (Research Report No. R-1510-12-RR). New York, NY. Retrieved from http://digitalcommons.ilr.cornell.edu/edicollect/1292/

Best Practices for Employers (con't)

- **Establish employee resource groups**
Identify leaders with a real interest. Create across company partnerships, conduct assessment of where barriers might be, get everyone involved in recruiting

- **Make managers accountable**
Incorporate disability goals into performance plans for managers and supervisors

- **Measure for understanding and results**
Include disability in employee surveys, measuring both performance and importance. Link to measures of employee engagement.

Adapted from Linkow, P., Barrington, L., Bruyère, S. M., Figueroa, I., & Wright, M. (2013). *Leveling the playing field: Attracting, engaging, and advancing people with disabilities* (Research Report No. R-1510-12-RR). New York, NY. Retrieved from http://digitalcommons.ilr.cornell.edu/edicollect/1292/

Best Practices for Employers (con't)

- **Make it safe to self-identify**
  Many neuro-diverse employees do not self-identify and may go without needed accommodations as a result. Make disclosure safe, provide solid reasons to disclose (e.g. flexible work options, access to accommodations when needed, supervisor support).

- **Raise understanding and skill levels**
  Train *everyone* on etiquette, understanding. Reduce fear of addressing, supporting, managing. Ensure managers understand their roles and accountabilities.

Adapted from Linkow, P., Barrington, L., Bruyère, S. M., Figueroa, I., & Wright, M. (2013). *Leveling the playing field: Attracting, engaging, and advancing people with disabilities* (Research Report No. R-1510-12-RR). New York, NY. Retrieved from
http://digitalcommons.ilr.cornell.edu/edicollect/1292/

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Implications for Neuro-diverse Individuals and a Better Workplace

- Employers have begun to think about and work on disability inclusion – we are on the path

- Top of list is setting goals and leadership commitment

- Build a workplace climate where people feel safe to be who they are and ask for supports when needed

- Ultimate success in improving employment outcomes must be a partnership between:

    o Employer, neuro-diverse individuals and their families and key community partners

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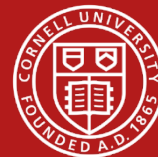
Related Online Resources

- DXC Dandelion Program Portal
  http://digitalcommons.ilr.cornell.edu/dandelionprogram/

- Employer Practices RRTC Project
  http://employerpracticesrrtc.org/

- U.S. EEOC Disability Charge tabulations online tool
  http://www.disabilitystatistics.org/eeoc/

- Employer Practices Disability and Compensation Catalog
  http://www.disabilitystatistics.org/eprrtc/codebook.cfm

- Cornell Online Repository of Related Publications
  http://digitalcommons.ilr.cornell.edu/edicollect/

- Tips for Human Resource (HR) Professionals
  http://www.hrtips.org/

- BenchmarkABILITY http://benchmarkability.org/

Related Publications

Barrington, L., Bruyère , S., & Waelder, M. (2014).   Employer practices in improving employment outcomes for people with disabilities: A trans-disciplinary and employer-inclusive research approach.   *Journal of Rehabilitation Research, Policy and Education, 28*(4), 208-224. Retrieved from http://www.ingentaconnect.com/content/springer/rrpe/2014/00000028/00000004/art00002

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Hallock, K., Jin, X., & Barrington, L. (2014). Estimating pay gaps for workers with disabilities: Implications from broadening definitions and data sets. *Journal of Rehabilitation Research, Policy and Education, 28*(4), 264-290. http://www.ingentaconnect.com/content/springer/rrpe/2014/00000028/00000004/art00005

Karpur, A. (2015). *The relationship between employer-paid health insurance and job-change among people with disabilities*. SSRN. Retrieved from http://papers.ssrn.com/sol3/papers.cfm?abstract_id=2701826

Karpur, A., & Bruyère, S. M. (2012). Health care expenditure among people with disabilities: Potential role of workplace health promotion and implications for rehabilitation counseling. *Rehabilitation Counseling Bulletin*, *56*(1), 7–22. http://doi.org/10.1177/0034355212439756

Related Publications **(Continued)**

Karpur, A., VanLooy, S., & Bruyère , S. (2014). Employer practices for employment of people with disabilities: A literature scoping review. *Journal of Rehabilitation Research, Policy and Education, 28*(4), 225-241. Retrieved from http://www.ingentaconnect.com/content/springer/rrpe/2014/00000028/00000004/art00003

Linkow, P., Barrington, L., Bruyère, S. M., Figueroa, I., & Wright, M. (2013). *Leveling the playing field: Attracting, engaging, and advancing people with disabilities* (Research Report No. R-1510-12-RR). New York, NY. Retrieved from http://digitalcommons.ilr.cornell.edu/edicollect/1292/

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von Schrader, S., & Nazarov, Z. E. (2014). Employer characteristics associated with discrimination charges under the Americans with disabilities Act. *Journal of Disability Policy Studies*. http://doi.org/10.1177/1044207314533385

von Schrader, S., Bruyère, S. M., Malzer, V., & Erickson, W. A. (2013). *Absence and disability management practices for an aging workforce*. Ithaca, NY. Retrieved from http://digitalcommons.ilr.cornell.edu/edicollect/1320/

von Schrader, S., Malzer, V., & Bruyère, S. M. (2014). Perspectives on disability disclosure: The importance of employer practices and workplace Climate. *Employee Responsibilities and Rights Journal*, *26*, 237–255. http://doi.org/10.1007/s10672-013-9227-9

von Schrader, S., Xu, X., & Bruyère , S. (2014). Accommodation requests: Who is asking for what? *Journal of Rehabilitation Research, Policy and Education, 28*(4), 329-344. Retrieved from http://www.ingentaconnect.com/content/springer/rrpe/2014/00000028/00000004/art00008

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