

# Disability and Employment

Outline of presentation - March 16, 2018

Professors Lisa Schur and Douglas Kruse, Rutgers University



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## People with disabilities have lower employment levels. Why?

### Partly due to decisions of people with disabilities

- a) Work disincentives in disability income
- b) Disability can create higher personal costs to becoming employed (transportation, health aides, personal time and energy)

### But employers also play a very big role

- a) Concerns about ability/productivity
- b) Concerns about liability and cost of accommodations
  - most accommodations are inexpensive, and most managers and employees report positive effects on productivity and employee outcomes
  - accommodations often have good effects not just on accommodated employees, but also good spillover effect on co-workers, while denied accommodation requests hurt employee attitudes and morale
  - any negative effects of ADA accommodations mandate on employment of people with disabilities in U.S. was temporary



- c) Discrimination
  - lower pay for those with more stigmatized conditions
  - lower pay even in occupations where disability doesn't affect productivity
  - field experiments found lower employer response to applicants with disabilities even if qualifications held constant (though new study suggests no gaps in employer response in technology-intensive occupations)
  
- d) Corporate culture
  - many corporate cultures (underlying policies and attitudes) are based on assumption that employees are non-disabled
  - organizations may be built on
    - ⇒ "Equity-based" value system with impersonal standardization and rules where accommodations may be seen as unjustified "perk", or
    - ⇒ "Needs-based" value system, with personalized consideration of individual needs, flexibility and responsiveness to all employees
  - psychology experiments and employer surveys show that manager and co-worker attitudes can create barriers for people with disabilities, and study of 30,000+ employees found worksites paying attention to individual needs were good for all employees, but especially good for employees with disabilities



## 2 Can the employment rate be improved?

### "Bad news"

- Employment rate has not improved over last 30 years
- People with disabilities are underrepresented in growing occupations, and their job growth is disproportionately in low-wage occupations

### "Good news"

- Growing importance of computer/information technologies, which help compensate for sensory and mobility limitations, and speed return to work after disability onset
- Large share of new job growth is in occupations that can be done by people with disabilities (e.g., one-third of new job growth in occupations where gross body coordination is not important)
- Increased specialization creating new niches, where disability may be an asset (e.g., people with autism less distracted, more focused on technical tasks)
- Growth of telecommuting/home-based work, which helps people with mobility impairments, medical needs
- Growing attention to disability as part of diversity: more corporations are including disability in their diversity policies

## Best practices by companies



### Recruitment and training:

- Targeted recruiting of people with disabilities (e.g., Hewlett-Packard, Microsoft)
- Developing pipeline to recruit employees with disabilities (e.g., IBM, SunTrust, Marriott)
- Partnerships with public and non-profit organizations (e.g., IBM, MBNA, Hyatt)
- Disability etiquette training for recruiters (e.g., Microsoft, Giant Eagle, SunTrust)



### Accommodations

- Leveraging expertise (e.g., Marriott, IBM, Alaska Airlines)
- Centralized source of funding for accommodations (e.g., Bank of America, Microsoft, IBM)
- Structured accommodations process (e.g., HP, IBM, Microsoft)
- Department providing disability information and advocacy (e.g., SunTrust, HP)



### Corporate culture

- Disability networks/affinity groups (e.g., IBM, P&G)
- Co-worker education and training (e.g., Hyatt)
- Manager education and training (e.g., Bank of America)
- Community and public outreach (e.g., Nike)
- Global standards (e.g., Dow)
- Data collection (e.g., Dow)
- Top management commitment (e.g., Microsoft, IBM, HP)





**VENDREDI**  
**16 MARS**  
**2018**  
**18H - 20H**

# Emploi & HANDICAP

LA FRANCE AU MIROIR AMÉRICAIN

## CONFÉRENCE - DÉBAT

AVEC LA PRÉSENCE EXCEPTIONNELLE DES PROFESSEURS :

**LISA SCHUR** (POLITISTE) **ET DOUGLAS KRUSE** (ÉCONOMISTE),  
SPÉCIALISTES DE L'INSERTION PROFESSIONNELLE DES PERSONNES HANDICAPÉES AUX ÉTATS-UNIS, RUTGERS UNIVERSITY (NEW-JERSEY).

**GILLES LENICE** : DÉLÉGUÉ GÉNÉRAL DU RÉSEAU CHEOPS - CAP-EMPLOI

**ARNAUD DE BROCA** : PRÉSIDENT DE LA FNATH

**DOMINIQUE GILLOT** : PRÉSIDENTE DU CONSEIL NATIONAL CONSULTATIF DES PERSONNES HANDICAPÉES

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