

# Business Strategies that Work: A Framework for Disability Inclusion

ACCOMPANYING RESEARCH AND RESOURCE COMPENDIUM

*A review of recent literature regarding the recruitment, hiring, retention and advancement of people with disabilities and selective list of technical assistance materials to aid employers in implementing or enhancing disability inclusion initiatives.*



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This document compiles new and innovative strategies outlined in recent research literature (2011-2014) that can assist employers interested in ensuring their companies' policies and practices are inclusive of the skills and talents of people with disabilities. It is intended to serve as a companion to *Business Strategies that Work*, a policy framework developed by the U.S. Department of Labor's Office of Disability Employment Policy that outlines effective practices for recruiting, hiring, retaining and advancing qualified individuals with disabilities.

It is important to note, however, that literature on disability inclusion is constantly evolving. Thus, this document is not exhaustive and aims not to reiterate established practices, but rather shine a light on the newest innovations. It also highlights common themes in recent literature, focusing on philosophical and attitudinal changes called for by new research and identifying four "key strategies" for discussion. Finally, to assist employers in implementing some of strategies presented, it provides a robust list of technical assistance resources.

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### AN OVERVIEW OF NEW THEMES IN THE RESEARCH

#### **Bridging the Knowing-Doing Gap**

A number of successful new strategies, innovative practices and "tweaks" to existing policies and resources have been highlighted by disability and employment researchers and practitioners in recent years. The most recent literature (2011-2014) on best practices by employers looking to improve their hiring practices for people with disabilities continues to focus on providing top-down information and training within an organization (Rudstam, Hittleman, Pi & Gower, 2013). Scholars, such as Rudstam, Hittleman, Pi & Gower (2013) and Nishii & Bruyère (2014), have noted that successful employment practices focus on "bridging the knowing-doing gap"—or turning a general understanding of the Americans with Disabilities Act (ADA) and other federal laws into real organizational change through innovative, lasting strategies and partnerships.

These authors indicate that, often, a basic understanding of legal requirements and a more abstract commitment to workplace inclusion does not translate into direct, field-level alterations in employer policy or practice (Rudstam, et al., 2013, p. 43; Nishii, & Bruyère, 2014). This "knowing-doing gap" has become a common theme in the workplace inclusion literature (Bruyère, Featherston & Rudstam, 2011; Swain, French, Barnes & Thomas, 2013). As such, scholars have advocated employer awareness with regard to reforming certain pre-existing, internal practices that may unintentionally discourage or disqualify employees with disabilities from applying (Gates & Akabas, 2011). Many employers have been making serious efforts to improve inclusivity in their workplaces. New literature offers guidance about truly bringing organizational practices into the 21st Century.

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## **Bringing Disability Recruitment and Hiring Practices into the 21st Century**

Bringing disability recruitment and hiring practices into the 21st century requires taking steps beyond internal policies and practices that may be informed but remain passive. The literature indicates that employers should take affirmative steps, such as having “human resources personnel create new opportunities for recruiting, hiring, accommodating and promoting” people with disabilities (Lindstrom, Kahn & Lindsey, 2013). New opportunities can include innovative uses of technology for training, recruitment and other agendas (Lindstrom, Kahn & Lindsey, 2013); strategic partnerships with internal organizations (e.g., employee resource groups) (Sample & Hawn, 2011) or external organizations (e.g., community organizations, government agencies); affirmative action recruitment efforts (e.g., marketing, job fairs); and the development of internal improvement mechanisms (Trainor, Carter, Swedeen & Pickett, 2012). Although many employers are aware of the importance of a philosophical commitment to diversity, research notes that many employers nevertheless continue to struggle with improving attributes that affect whether a workplace is perceived as proactive or merely reactive in their efforts at inclusivity and the promotion of diversity (McSweeney-Feld & Rubin, 2014). This realization provides the impetus for the “beyond compliance” movement in workplace inclusion (Winters, 2013).

### **Areas for Improvement**

Some important organizational attributes identified in recent literature include: quality of supervisor relationships with subordinates with disabilities; job characteristics and fit access to mentoring; and coworkers’ attitudes (Nishii & Bruyère, 2014). Employer characteristics, policies and practices constitute “workplace environmental factors with important implications for the hiring and retention of employees with disabilities” (Erickson, von Schrader, Bruyère & VanLooy, 2013). Importantly, much of the recent literature focuses on the extent to which employers must look beyond cursory legal compliance when formulating their diversity strategies. In previous decades, disability inclusion efforts in the workplace were highly reactive, or responding primarily to legal proscriptions and regulations (e.g., Winters, 2013; McSweeney-Feld & Rubin, 2014; Gates & Akabas, 2011). As Nishii and Bruyère (2014) assert, it is beneficial for employers to take a closer look at organizational practices and characteristics, and take steps to facilitate a more open, communicative environment for employee/supervisor relations and HR practices. Looking forward, this paper provides some salient examples of how employers may look to making this philosophical transition.

One common example of needed organizational reforms involves a “misfit between worker and workplace,” or problems arising where employer policies and practices do not meet up with the needs of qualified individuals with disabilities (Gates & Akabas, 2011, p. 375). This can be as simple as providing job descriptions that reflect a lack of flexibility, or supervisor, management, or co-worker characteristics which reflect a lack of organizational responsiveness to individual needs and diversity

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(Gates & Akabas, 2011). These and other “early-stage” interactions with an employer can play a crucial role in attracting employees with disabilities (Gates & Akabas, 2011).

Often, past literature primarily focused on the prospective employees “fit” with an organization (whether they are qualified to perform the essential functions of the job); newer literature has broadened this discussion to make organizational “fit” a two-way street, whereby employer best practices include internal review of organizational materials, policies, and attitudes to make sure that the employer is making itself a good “fit” for employees with disabilities (Gates & Akabas, 2011; Rudstam, et al., 2013).

Another past problem identified in more recent literature is the tendency for studies to focus primarily on research “sample[s]...selected from businesses expressing interest in hiring or accommodating people with disabilities,” and with “a history of successful accommodation” (Kaye, Jans & Jones, 2011, p. 527). Such research tended not to “detect negative attitudes toward or unfavorable experiences with workers with disabilities” (Kaye, Jans & Jones, 2011, p. 527). This pitfall in the research has led to renewed emphasis on co-worker and supervisor attitudes as a site for organizational improvement, as discussed later in this document.

### **Internal Improvement Mechanisms**

Recent literature, including Swor (2012) and van Loon, et al. (2013), focuses on the necessity of internal improvement mechanisms within organizations, which entail enhanced data collection at the organizational level, and leveraging that data to reflect upon and improve fundamental processes, efficiency and success. Consequently, individuals with disabilities represent an important segment of diversity as the largest minority group. But, as with any diversity group, workplace inclusion goes beyond simply employing individuals to creating an environment where every employee is valued. Organizational structures, values, policies and practices all influence the degree to which employees with disabilities feel included and respected for the broad range of perspectives they bring to the workplace. While these internal mechanisms often apply to more “complex” systems than hiring and recruiting people with disabilities, recent regulations for federal contractors (under Section 503 of the Rehabilitation Act) do highlight the importance of maintaining organization-level (not individual-level) data on affirmative action efforts, including assessments of the numbers of applicants with disabilities, hires from that pool of prospective workers, outreach and recruitment efforts. (41 C.F.R. Part 60-741, 2013).

Interestingly, much of this research focuses on improving corporate organizational practices outside the disability context (e.g., Swor, 2012) or focuses on continuous quality improvement (CQI) for agencies

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and community organizations providing employment services for people with disabilities (e.g., van Loon, et al., 2013; Lueking, 2011). The lack of literature addressing the applications of CQI to disability-diversity specific improvement initiatives for employers presents a key area for future research.

Especially for smaller employers, it may not be financially or logistically practicable to engage complex internal improvement mechanisms as discussed in some of the broader service-delivery literature (Swor, 2012, p. 91); however, as with the areas highlighted by new federal contractor regulations, collection and maintenance of simple data points can help employers track their progress and make comparisons to state and national data on hiring outcomes for people with disabilities. Conceivably one of the most useful conversations to arise from Section 503 of the Rehabilitation Act has been the requirement to solicit voluntary identification of applicants and incumbent employees with non-obvious disabilities. It is this aspect of the regulations, maybe more than any other, which could ultimately have the most positive impact on workplace climate and culture for individuals with disabilities. This can be a valuable effort in improving overall hiring and recruitment practices.

### **BEST PRACTICES: FOUR KEY STRATEGIES**

The above review of recent literature distilled four key strategies for employers' consideration when working to develop new or enhance existing disability inclusion initiatives:

- 1** Adapting online materials, publications and diversity statements to reflect specific commitment to disability inclusion;
- 2** Providing holistic, top-down training opportunities for supervisors, HR, and co-workers of employees with disabilities;
- 3** Locating productive partnerships; and
- 4** Developing specific human resource management principles for hiring and recruiting people with disabilities.

### **#1: PUBLICATIONS, ONLINE MATERIALS AND DIVERSITY STATEMENTS**

#### **The Power of Inclusive and Accessible Materials**

Research indicates that employer websites, publications and diversity statements can enhance recruitment and outreach efforts, at very minimal costs. Conversely, poorly formulated diversity statements and publication efforts can hinder recruitment efforts by deterring applicants from seeking employment at an organization that fails to explicitly outline its philosophy towards hiring, accommodating and promoting people with disabilities. Previous studies have found that, while many

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company websites do highlight diversity initiatives, many also come up short in publishing explicit statements about the inclusive hiring practices (Erickson, von Schrader, Bruyère & VanLooy, 2013).

### **Job-Seekers Notice**

Some more recent literature highlights the fact that job seekers with disabilities often utilize a combination of “formal” and “informal” pathways for locating and applying to job openings (Langford, Lengnick-Hall & Kulkarni, 2012). Thus, it is increasingly apparent that employers looking to improve their recruitment practices should work to improve the manner in which they present their hiring initiatives, rather than abiding by “wait-and-see” policies that leave disability-specific initiatives hidden to all but those applicants who apply through formal channels (Langford, Lengnick-Hall & Kulkarni, 2012).

### **Showing Specific Commitment**

Rather than describing commitment to diversity in sweeping, generic terms, employer materials should directly evidence a commitment to employment of people with disabilities, as well as recognition of the contributions of this group (Chan, Strauser, Maher, Lee, Jones, & Johnson, 2010). Thoughtful development of online materials can constitute a particularly cost-effective strategy for broadening talent pools and improving employers’ public image (Gates & Akabas, 2011). Prospective applicants may glean a general picture of an employer’s diversity practices through online materials and websites, and the utilization of effective, accessible materials can go a long way in recruitment efforts (Gates & Akabas, 2011).

### **New Technologies, New Inclusion Opportunities**

Finally, recent scholarship has asserted that equality of access to online materials (via the internet or an employer’s intranet) for all people with disabilities, including job seekers and current employees, can be achieved through accessibility with an eye for new technologies such as user-based, semantic and cloud technologies (Blanck, 2014). This reasoning holds that web content equality should be “defined through functional, rather than disability-specific, approaches and techniques to enable personalization and customized usage across online functions” (Blanck, 2014, pp. 4-5). While this is a legal/public policy perspective, the fact remains that new technologies and systems (e.g., cloud computing alternatives) create new opportunities for employers to implement accessible frameworks which allow employees, applicants and consumers to access online materials. Further research about the applications of new technological modes to workplace inclusivity is warranted, and should be considered in light of other recommendations from the literature for enhancing training opportunities, collaboration with internal partners (e.g., Employee Resource Groups), and enhancing HR responsiveness.

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## #2: TRAINING

### **Equipping Supervisors with the Tools to Support Inclusive Work Environments**

Adequate supervisor training and information continues to be a key strategy for improving employment outcomes for people with disabilities (Nishii & Bruyère, 2014). Employers should equip supervisors with appropriate training and resources and work to reduce unconscious bias by facilitating an inclusive work environment (Martin & Krahnke, 2012). Inclusive workplaces both improve employment outcomes for people with disabilities and also help to alleviate any misconceptions or stereotypes that supervisors feel towards people with disabilities (Hartnett, Stuart, Thurman, Loy & Batiste, 2011).

Some best practices for supervisor training include not only engaging in company-wide “education programs aimed at ensuring inclusive practices for people with disabilities,” but also engaging HR managers in developing such programs, rather than participating in a more passive fashion, and hiring HR professionals based on their capacity and knowledge in workplace inclusion issues (i.e., utilizing HR management as diversity leadership teams on the issue of disability—a function largely appropriate and typical of HR departments) (Winters, 2013).

The literature continues to note that training is crucial (Maier, Ulferts & Howard, 2012; Ohio Casualty, 2008). In fact, research has shown that even periodic two-hour workshops for supervisors can result in greater self-disclosure and stronger communication between supervisor and employee. The additional skills that supervisors report help them deal with the complexities of job modification, workplace integration and re-integration. Training can lead to positive outcomes in reducing bias amongst supervisors, creating greater efficiency and success in providing accommodations, facilitating strong communicative practices.

More specifically, employers should be sure that supervisors are trained in (a) legal requirements of reasonable accommodations; (b) disability etiquette and awareness; (c) retention and return-to-work strategies; and (d) overcoming stereotypes and other attitudinal barriers (ODEP, 2012, p. 18). Supervisor uncertainty often has its roots in inadequate training (ODEP, 2012, p. 18).

### **Proactive Versus Reactive HR Practices**

In many cases, inclusive HR hiring can help create familiarity with the workplace barriers and needs experienced by prospective employees with disabilities (Winters, 2013). The broader theme from the literature indicates that, rather than engaging in reactive HR practices, employers should develop “strategic human resources management principles” (McSweeney-Feld & Rubin, 2014, p. 101). Other similar best practices for attracting and retaining talented employees with disabilities include having HR members and supervisors engage in periodic performance-based discussions with

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employees to help identify barriers, accommodations, and other needs, as well as conducting exit interviews for employees leaving the organization to help “identify patterns and themes” which may be useful in improving future outcomes (Lieber, 2012).

### **Beyond Compliance: A Business Case for Inclusive Hiring and Retention**

This implicates a broader thematic shift in the recent literature on inclusion: “shifting the paradigm from complying with legal mandates to the business case for diversity” (Winters, 2013, p. 205). While employment literature had certainly touched on this subject in the past, it has become a ubiquitous theme in many scholarly articles on disability inclusion practices.

Previous research shows that supervisors who work in inclusive workplaces tend to rate the performance of employees with disabilities as equal to that of their peers without disabilities, and recent literature only adds to the growing body of evidence that employers themselves benefit from inclusive practices, with benefits including “the ability to retain quality employees, increased company profitability, and an avoidance of costs associated with hiring and training a new employee” (Hartnett, et al., 2011; Chan, et al., 2010).

The literature also demonstrates that “providing accommodations in order to retain employees is shown to improve organizational culture and climate” (Hartnett, 2011). In this regard, accommodations or productivity enhancers, such as flexible scheduling, telecommuting, larger monitors, and ergonomic desks and chairs are helpful for all employees, not just employees with disabilities. Organizations committed to inclusive practices can expand utilization of accommodations to create a culture of responsiveness. In short, supervisors who work with people with disabilities are less likely to lack the requisite knowledge or feel the same levels of discomfort about managing people with disabilities.

### **Overcoming Myths about Workers with Disabilities**

Many concerns cited by employers about hiring people with disabilities (costs associated with accommodations, structural improvements, health insurance and potential legal action; and additional supervision required for people with disabilities to ensure high-levels of productivity, safety and quality) are grounded in misconceptions, rather than realities (Bustamante & Saleh, 2014). For example, as discussed earlier, the costs of reasonable accommodations are often smaller than expected, and offer “hidden” long-term benefits to employers, such as greater innovativeness, improved workplace flexibility and fewer legal liabilities. Many employers who provide accommodations express positive results and an increased commitment to inclusive workplace practices (Babcock, 2011). Moreover, evidence indicates that inclusive hiring practices can entail additional economic benefits derived from a broader and more-qualified talent pool, lower employee

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turnover and associated costs, greater access to diverse markets, and marketing/public image opportunities that help a business grow (New York Makes Work Pay, 2013).

Concerns about increased need for supervision for people with disabilities to ensure safety and productivity similarly appear to be relatively unfounded (Linkow, Barrington, Bruyère, Figueroa & Wright, 2013, p. 13). Since many supervisor concerns are grounded in misconceptions, training and senior-level commitment are key areas for improvement. Change comes from the top down, and staff look to management and policy to determine how highly their organization values inclusive workplace and hiring practices. By equipping supervisors, HR, and others in a leadership function with the needed skills to understand and implement effective employment strategies for people with disabilities, employers can go a long way in overcoming barriers to diverse hiring practices.

Finally, new qualitative research has demonstrated that the very act of promoting employees with disabilities into management positions can have positive effects in terms of workplace perceptions of disability (Roulstone & Williams, 2014). This research establishes that managers with disabilities contribute to inclusive environments by “confounding established notions of disabled people only working in peripheral employment roles” (Roulstone & Williams, 2014, p. 16). However, this study also noted that barriers continue to exist for people with disabilities in senior positions, citing what the others refer to as “conditional identities,” through which openness about disability can be a difficult path to navigate for such individuals (Roulstone & Williams, 2014).

### **#3: LOCATING PRODUCTIVE PARTNERSHIPS**

#### **Community Resource Linkages**

Locating external partners to help identify and place qualified employees with disabilities can be key to enhancing recruitment initiatives. Community resource linkages are formal or informal outcome-based partnerships between employers and organizations that provide employment services or candidate referral for targeted hiring programs. One paradigm that has significant advantages for both employers and community agencies is a single point of contact. This constitutes a lead agency working collectively with trusted community partners to meet employer demand and provide employers access to a pool of pre-screened, qualified employees with disabilities to meet workforce needs without continually navigating the public and private social services and workforce systems for employee sourcing. Local agencies benefit by gaining access to ongoing job opportunities (Katz, O’Connell, & Nicholas, 2012).

#### **Employee Resource Groups for People with Disabilities**

Employers may focus on leveraging Employee Resource Groups (ERGs) and creating internship/integration programs. Many larger employers offer ERGs for people with disabilities, and an even

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greater number offered ERGs for veterans (Diversity Best Practices, 2013). ERGs are groups formed by employees in the same workplace based on shared characteristics or life experiences and aiming to provide support, and professional/career development (Sample & Hawn, 2011).

Corporate support or sponsorship of ERGs can further interests by: (a) improving internal discourse/communication; (b) fostering a welcoming environment; and (c) improving employee satisfaction. These improvements have collateral benefits such as reduction in absenteeism and turnover, improved recruitment efforts, increased commitment to the organization and higher employee productivity.

### **Benefits of Tapping into ERGs**

Benefits of ERGs include organized feedback from current employees, corporate exhibition of a diversity mission that seeks inclusion of people with disabilities, and improved/streamlined human resources efforts and work climate accountability (Douglas, 2008). Employees experience personal benefits from participation in ERGs, while employers experience both tangible and intangible benefits (increased employee satisfaction, employee productivity, reduced turnover) (Githens & Aragon, 2008). Companies with affinity groups or ERGs are often rated as the best places to work (DiversityInc, 2014). Conversely, employees are more likely to leave when they feel disconnected from their work or feel that their careers have stalled. ERGs can play an essential role in filling gaps between employers and employees, so that talented workers feel like they are participating in an inclusive environment, where feedback is encouraged and where their potential is being fully realized (DiversityInc, 2012; DiversityInc, 2014).

Many companies have begun utilizing their ERGs to recruit new qualified talent. HR departments often leverage ERGs as a means to attracting a more diverse (and, often, more qualified) talent pool. Examples of employers harnessing the power of ERGs include having ERG representatives or members: (1) attend job fairs; (2) host networking events for both recent college graduates and more experienced professionals; (3) engage in outreach at their collegiate alma maters; (4) offer testimonials on company websites; and (5) directly meet with targeted recruits.

## **#4: SPECIFIC, INCLUSIVE HR POLICIES**

### **Commitment to Inclusion at All Organizational Levels**

HR strategies and oversight constitute an essential resource for on-job supervisors (Winters, 2013). Rather than localizing organizational readiness concerns at the supervisory level, employers should acknowledge that commitment at all levels of an organization is critical. Training opportunities and resource capacities should be made available to all levels of the organization. Well-equipped, appropriately focused HR teams lead to better informed supervisors, which lead to decreased

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stigmatization of people with disabilities as well as tangible benefits such as increased employee satisfaction and productivity, decreased turnover, and reduced long-term costs due to training, hiring, and accommodations inefficiencies.

### **HR Policies for Curbing Workplace Stereotypes and Misconception**

Strategies for overcoming workplace stereotypes and misconceptions continue to be a major theme in recent literature. Recent literature on the business case for hiring people with disabilities demonstrates that: people with disabilities have lower turn-over rates than their peers without disabilities, with inclusive hiring practices leading to reduced turnover (hiring and training) costs (Rochester Institute of Technology, 2013); spending on work-related systems, facilities and infrastructure for people with disabilities is a long-term investment with significant upside, including greater innovativeness, productivity and reputation for reaching sizeable/diverse markets (ODEP, 2013a; UN Enable, 2012); many accommodations are made at no cost to the employer, or are achieved with small, one-time payments; customers are more likely to patronize businesses that hire people with disabilities, and qualified employees more frequently opt to work for companies that support social causes; and employers who engage in inclusive hiring practices improve their talent pool, as a greater proportion of unemployed people with disabilities have a bachelor's degree or higher (8.3 percent), compared with unemployed people without disabilities (4.5 percent) (Bureau of Labor Statistics, 2010).

To overcome the challenge of stereotypes and misunderstandings about disability in the workplace, employers can seek to facilitate a climate of self-disclosure and accountability. Successful disability employment strategies often involve putting systems in place that: (a) provide appropriate, organization-wide training; (b) establish accountability, self-disclosure, and continuous improvement measures/mechanisms; and (c) designate responsible individuals (ODEP, 2012, pp. 17-18).

Non-inclusive environments deter employees from highlighting barriers and systematic concerns about their workplace, with fear of reprisal being a primary deterrent. Accountability and continuous improvement efforts are hindered where employees do not feel comfortable voicing their concerns about workplace barriers.

### **Professional Development Opportunities**

Professional development for employees in all offices, divisions and departments is key. Employers should consider providing training on disability-related issues to all personnel, particularly those involved in recruitment, hiring, promotion, and retention processes. Such training should include: (a) a breakdown of legal requirements; (b) disability etiquette and awareness; (c) targeted hiring, retention, and return-to-work strategies; (d) overcoming stereotypes and other attitudinal barriers; and (e) reasonable accommodation procedures (ODEP, 2012, p. 18).

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Commitment at all levels of an organization is again critical. Top-down strategies for fostering an inclusive workplace can be enacted both in policy and in practice. Companies can publish their diversity initiatives on their website to assist in external recruitment and awareness efforts, while also engaging in mid-level management training, support/sponsorship of ERGs, internal auditing of practices.

### **Limited HR Capabilities; Strategies for “Outsourcing” HR**

Many small employers face issues pertaining to limited HR capabilities, while others “outsource” major HR functions to third parties (Crowell, 2012, p. 261; Azmi & Mushtaq, 2013). Vital tasks like HR management often fall by the wayside as small employers struggle to allocate tasks and tend to focus on those that directly generate revenue (Nelson Family, 2005, p. 3). Efficient use of existing HR resources can go a long way in rectifying this barrier. Common mistakes made by companies when seeking outside HR services include: (a) not having a clear strategy or goals; (b) not doing a detailed analysis of the vendor; (c) not adequately communicating the role of service to impacted staff; and (d) not setting up standards to measure results once the service begins (Mathis & Jackson, 2011; Nelson Family, 2005).

When outsourcing HR practices, employers should be sure that the outside group understands company goals and objectives fully, has a strategic vision for enacting those objectives, has an operative plan for communicating with affected individuals or groups within the company, pays careful attention to personnel issues, and uses outside expertise where needed. By spending time crafting a successful plan for diverse hiring practices prior to establishing a contractual relationship with an outside HR group, employers can delegate time and resources to the “front end,” selecting market indicators or metrics that serve as benchmarks for performance.

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The following is a compilation of technical assistance materials and other resources that can assist employers in recruiting, hiring, retaining and advancing qualified individuals with disabilities—the benefits of which are well documented in recent research outlined above as well as numerous previous studies in the areas of disability, employment and workforce development. This list is not meant to be exhaustive, however, and may be updated over time. Employers may also benefit from assistance available from disability and workforce service providers in their local communities.

### FEDERAL REGULATORY AND POLICY MATERIALS

#### **Section 503 of the Rehabilitation Act (Section 503)**

- Section 503 of the Rehabilitation Act of 1973, as amended (29 USC Sec. 793)
- Regulations (Part 60-741 of Title 41 of the Code of Federal Regulations)
- Highlights of New Section 503 Regulations Effective March 2014
- Fact Sheet on New Section 503 Regulations Effective March 2014
- FAQs on New Section 503 Regulations Effective March 2014
- Voluntary Self-Identification of Disability Form
- Training Webinars on New Section 503 Regulations Effective March 2014

#### **Vietnam Era Veterans' Readjustment Assistance Act (VEVRAA)**

- VEVRAA (38 USC Sec. 4212)
- Regulations (Part 60-300 of Title 41 of the Code of Federal Regulations)
- Highlights of New VEVRAA Regulations Effective March 2014
- Fact Sheet of New VEVRAA Regulations Effective March 2014
- FAQs on New VEVRAA Regulations Effective March 2014
- Training Webinars on New VEVRAA Regulations Effective March 2014
- Hiring Benchmark Database

#### **Americans with Disabilities Act (ADA), as Amended by the ADA Amendments Act (ADAAA) (Title 1 – Equal Employment Provisions)**

- Regulations (Part 1630 of Title 29 of the Code of Federal Regulations)
- ADA.gov
- The ADA: Your Responsibilities as an Employer

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- The ADA: A Primer for Small Business
  - Employers' Practical Guide to Reasonable Accommodation Under the Americans with Disabilities Act (ADA)
  - Technical Assistance Manual: Title I of the ADA
  - Questions and Answers on the Final Rule Implementing the ADA Amendments Act of 2008
  - Questions and Answers for Small Businesses: The Final Rule Implementing the ADA Amendments Act of 2008
  - Fact Sheet on the EEOC's Final Regulations Implementing the ADAAA
  - Small Employers and Reasonable Accommodation
  - Veterans and the ADA: A Guide for Employers
  - Selected Enforcement Guidances and Other Policy Documents on the ADA

### **State Agency Regulatory and Policy Materials**

- Advancing Economic Opportunities for Business Owners and Jobseekers with Disabilities: A Review of State and Municipal Government Contracting Procurement and Tax Incentive Programs for Disability-Owned Businesses
- States as Model Employers of People with Disabilities: A Comprehensive Review of Policies, Practices, and Strategies
- A Better Bottom Line: Employing People with Disabilities/Blueprint for Governors
- State Policy Options for Employing People with Disabilities
- Final Report on Best Practices For the Employment of People with Disabilities In State Government

### **Technical Assistance Resources and Training Materials**

- Job Accommodation Network (JAN)
- National Employer Policy, Research and Technical Assistance Center for Employers on the Employment of People with Disabilities/Employer Assistance and Resource Network (EARN)
- Partnership on Employment & Accessible Technology (PEAT)
- Recruiting, Hiring, Retaining, and Promoting People with Disabilities: A Resource Guide for Employers
- Building an Inclusive Workforce: A Four-Step Reference Guide to Recruiting, Hiring and Retaining Employees with Disabilities
- Campaign for Disability Employment

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- National Disability Employment Awareness Month
  - A Toolkit for Establishing and Maintaining Successful Employee Resource Groups
  - Professional Development and Advancement for Employees with Disabilities
  - Do Ask, Do Tell: Encouraging Employees with Disabilities to Self-Identify

### **Recruitment Resources**

- Talent Acquisition Portal (Council of State Administrators of Vocational Rehabilitation/National Employment Team)
- Disability and Veterans Community Resources Directory
- Workforce Recruitment Program
- Career Opportunities for Students with Disabilities
- Project SEARCH
- Emerging Leaders
- Employment Networks
- American Job Centers
- State Vocational Rehabilitation Agencies
- Independent Living Centers
- Disability-Focused Online Job Posting Boards

### **Business Membership Associations**

- U.S. Business Leadership Network
- National Business and Disability Council
- DirectEmployers Association
- National Industry Liaison Group
- Equal Employment Advisory Council