Bibliography Review

1- Attitudes of Employers towards hiring People with Disabilities


This research report, based on the work of The Conference Board Research Working Group on Improving Employment Outcomes for People with Disabilities, takes a comprehensive look at the business case for employing people with disabilities and details the steps companies can take to encourage the hiring and engagement of employees with disabilities. The executive summary focuses on efforts to overcome workplace discrimination against people with disabilities and addresses a number of myths and misconceptions that can make it difficult for organizations to hire and support people with disabilities.


High participation in the labour market is the cornerstone of Nordic welfare and high living standards. In all the Nordic countries, the goal is that as many as possible can participate in employment. Work provides identity and contributes to economic independence, participation and social inclusion. In spite of great ambitions and achievements not all are doing equally well on the labour market in the Nordic countries. A large number of young people drop out of upper secondary education, and hence, many have trouble entering the labour market. People with disabilities have trouble getting work and many senior citizens leave the labour market early.

The Nordic Labour Market Inclusion project looks into what is being done and what has been achieved in the Nordic countries in order to include these groups. The project stresses, among other things, that the implemented measures have to be twofold: individually adapted as well as universal solutions.


3. Burke, Jana; Bezyak, Jill; Fraser, Robert T; Pete, Joseph; Ditchman, Nicole; Chan, Fong (2013). Employers' attitudes towards hiring and retaining people with
This selective review provides an overview of salient research findings related to employers' attitudes towards disability and prospective influences on employers to improve employment outcomes of people with disabilities. Research studies included for review are mainly those which investigated employer attitudes towards disability as predispositions to hiring people with disability. Selected studies were classified into three categories including hiring and accommodating employees with disabilities, work performance, and affective reactions and behavioural intentions of employers. Excluded from the review were studies that investigated other factors influencing employer attitudes toward disability. Altogether 34 research studies from the period of 1987 until 2012 were included in the review. Primary databases for the review included ProQuest, Ebscohost, Lexus Nexus, ERICK Database and the Sage Sociology Collection. This review of the demand-side employment literature suggests employers hold relatively positive attitudes regarding individuals with disabilities. However, employer affective reactions and behavioural intentions of employers towards disability in the work setting were less positive and negatively impact hiring decisions, provision of accommodations and work performance appraisals. Employer attitudes represent an important demand-side factor impacting full participation in competitive employment for individuals with disabilities. While employers report generally positive attitudes toward disability, hiring practices may still be discriminatory. Use by rehabilitation professionals of demand-side strategies with employers would likely result in higher rates of work participation by people with disabilities.

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Unlike existing supply-side employment of persons with disability (PWD) research in Korea, this study focused on demand-side issues. In this study, a qualitative research method was used to explore the perspectives of 20 human resource directors regarding employment of PWD in Korea. Based on the results of this study, the author recommends improving the job skills of people with disabilities, decreasing employer fears about industrial injuries among people with disabilities, reducing tax and social insurance costs for companies employing people with disabilities, setting up workplace accommodations, differentiating employment quota rate of PWD by occupational categories, offering information to companies about people with disabilities who are seeking a job, and stricter implementation of the quota system.
KEYWORDS: company, demand-side approach, persons with disability, employment of PWD, the quota system.
URL: http://iospress.metapress.com/content/r3102373741wv4p7/

The present study focused on the intentions of employers to reach out toward qualified workers with disabilities as part of their hiring pool recruitment activity. An employer survey was developed in accord with the theory of planned behavior (Ajzen, 2005). According to the tenets of the model, it was hypothesized that through multiple regression, it would be demonstrated that employer attitudes, subjective norms, and perceived control variables predict the intention to engage in hiring behavior toward qualified workers with disabilities in the next six months. Overall, the model accounted for 67% of the variance in the survey of Northwest employers (n = 92) in relation to hiring intentions with normative influences (CEOs, CFOs, etc.) accounting for the greater proportion of the variance, beta coefficient 0.48, p < 0.01. Attitudes toward the hiring behavior and perceived control had lesser beta weights, 0.24 and 0.22, p < 0.05. Implications of these findings and those from the focus groups used to develop the survey are reviewed in detail relative to more effective vocational rehabilitation marketing efforts.

KEYWORDS: Employers, hiring intention, disability attitudes.

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In organizational research, disability is most often treated as a hindrance for performance. One of the barriers to the employment of disabled people is the perceived extra costs related to adaptation of the physical work environment and reduced efficiency. This paper argues for a view on disability as a *productive resource* within organizations. More specifically, the paper explores how disability informs and affects management practices. In order to accomplish this aim, three in-depth interviews with disabled managers in three different Swedish companies have been conducted. The findings show that the lived experiences of disability impregnate management practices in many various ways, leading to: Creativity, innovation and problem-solving skills; Diversity promotion; Positive energy, humbleness and a holistic view on employees; Focus on well-being in the workplace, and Increased delegation skills and establishment of an empowering culture.

KEYWORDS: phenomenology, management, qualitative research, management practice.

Despite the passage of the Americans with Disabilities Act (ADA), a recent National Council on Disability report [1] indicated that only 35% of working-age people with chronic illness and disability are employed comparing to 78% of those without disabilities. Two-thirds of the unemployed persons with chronic illness and disability indicated that they would like to work but could not find jobs. Disturbingly, the employment rate of people with disabilities has been hovering around 35% for the past two decades [2]. While these data are not specific to cancer survivors, at this point, there is no reason to assume that this group differs. In fact, while cancer survivors make up a small percentage of these cases [3], this may be a general observation in those with various types of chronic illness.


Introduction- As part of the planning process for a larger survey study to examine factors affecting employers’ intention to hire and hiring of people with disabilities, a series of three semi-structured focus groups were held with key hiring decision makers, such as Human Resources directors, Chief Operating Officers (COOs), or Chief Executive Officers (CEOs) of small, medium, and large Seattle area companies.

Aim- The chief goals of the focus groups were to elicit and refine the participants’ beliefs, normative influences, and perceived control relative to hiring workers with disabilities.

Method- Narrative data obtained from the focus group discussion were examined using the Theory of Planned Behavior (TPB) to identify themes expressed by the focus group participants within the context of company size.

Results- Themes did vary by company size, but a prevailing concern across all companies related to questions about the efficiency/effectiveness of contact with vocational rehabilitation agencies. For both small- and mid-sized companies, there was a belief that people with disabilities could not do the work or were somehow less qualified. For large companies, convincing departmental and team managers that outreaching workers with disabilities would be a worthwhile hiring practice remained a challenge.

Conclusion- The themes derived from this study can be used to help occupational rehabilitation professionals develop educational and marketing interventions to improve employers’ attitudes toward hiring and retaining individuals with disabilities.

Keywords: Employers, Hiring intention, Disability, Attitudes.

Introduction Demand-side employment research on company policies and practices related to retention and absence and disability management (ADM) can contribute to our understanding of employment issues related to people with disabilities from the employers’ perspective. **Aim** To examine company ADM and retention practices and their effectiveness, as well as how these company policies and practices might influence hiring of people with disabilities. **Method** Disability Management Employer Coalition employer members \((N = 650)\) were surveyed by internet and the survey data were analyzed using descriptive statistics, correlation, and multiple regression. **Results** Ninety-five participants responded to the survey resulting in a response rate of 14%. Retention practice was found to be associated with retention effectiveness \((r = .39, P < .01)\). Items most highly correlated with retention effectiveness address the provision of development opportunities to employees at every level, seeking the ideas and involvement of employees, and assuring they know how their work and performance support the mission. ADM practice was related to improving health and managing health conditions \((r = .26, P < .05)\) and resolving disability and bringing back to work \((r = .37, P < .01)\). Consistent RTW procedures \((r = .21)\), employee-oriented culture \((r = .23)\), safety/risk prevention \((r = .21)\), and very early intervention \((r = .21)\) correlated with delaying/preventing employment exits related to health impairment. Retention practice, ADM practice, retention effectiveness, ADM effectiveness and disability attitudes comprised a model to predict the hiring of people with disabilities. The six-predictor model was significant, \(F(6, 86) = 13.54, P < .001\) and accounted for 49% of the variance in hiring. However, only the disability attitudes factor \(\beta = .628, P < .001\) was found to be significantly associated with hiring. **Conclusions** Findings substantiate a positive relationship among retention practices, ADM practices and outcomes. Both are associated with retaining employees who develop potentially disabling conditions; but they are not directly connected to hiring people with disabilities. These appear to be two different policy and practice issues within most companies.

**KEYWORDS:** Disability management, retention, absence management, return to work, demand-side employment, attitudes toward disability.


The enactment of the Americans with Disabilities Act (ADA) in 1990 triggered a substantial academic debate about its consequences on employment rates of disabled people. In contrast, the employment provision of the 1996 Disability Discrimination Act (DDA) in Britain has received little attention. Exploiting both pooled and longitudinal data, this paper provides robust evidence that, similar to the ADA in the USA, the DDA has had no impact on the employment rate of disabled people or possibly worsened it. Possible reasons for this are higher uncertainty around litigation...
costs, low levels of general awareness about the Act among disabled people and employers, and a lack of financial support.

KEYWORDS: Disability, Employment, Difference-in-difference, Discrimination.


The U.S. Department of Labor, Office of Disability Employment Policy (ODEP), conducted the 2008 Survey of Employer Perspectives on the Employment of People with Disabilities. The objective of this nationally representative survey was to inform the development and promotion of policy and practice by comparing employer perspectives across various industries and within companies of varying sizes. ODEP will use the data from this survey to formulate targeted strategies and policies for increasing employment opportunities for people with disabilities. This survey emphasized current attitudes and practices of employers in 12 industry sectors, including some high growth industries as projected by the Bureau of Labor Statistics (BLS).


Historically, employment rates for people with disabilities have been low. Despite legislation that prohibits the discrimination of this group in work settings, employers are reluctant to hire people with disabilities. The purpose of this qualitative study was to explore the experiences of employers with workers with disabilities. Three focus groups were conducted with 21 administrators from three business sectors (i.e., healthcare, hospitality, and retail). Content analysis indicated five primary themes: (1) importance of disability employment agencies and disability advocates; (2) persistence of manager bias; (3) lack of promotion opportunities; (4) costs associated with having workers with disabilities; and (5) benefits associated with having workers with disabilities. Implications include the need for intervention studies that address the challenges experienced by individuals with disabilities, particularly during hiring and promoting phases of employment, and educational efforts to inform administrators and managers of the few costs and numerous benefits associated with having workers with disabilities.

KEYWORDS: workers with disabilities, employer attitudes.

*Introduction* This article describes findings from a causal comparative study of the characteristics of employers against whom allegations of hiring discrimination were filed with the U.S. Equal Employment Opportunity Commission (EEOC) under Title I of the Americans with Disabilities Act (ADA) between 1992 and 2005. *Methods* Employer characteristics derived from 19,527 closed Hiring allegations are compared and contrasted to 259,680 closed allegations aggregated from six other prevalent forms of discrimination including Discharge and Constructive Discharge, Reasonable Accommodation, Disability Harassment and Intimidation, and Terms and Conditions of Employment. Tests of Proportion distributed as chi-square are used to form comparisons along a variety of factors including industry classification, size of workforce, and location. *Results* As compared to non-hiring allegations, hiring allegations were more likely to be filed against employers with 15–100 employees, in the West U.S. Census track region, or in industries including educational services; public administration; transportation and warehousing; professional, scientific, and technical services; agriculture, forestry, fishing, and hunting; and construction. *Conclusion* More outreach regarding ADA responsibilities appears indicated for those employers who share the aforementioned characteristics.


URL: [http://www.tandfonline.com/doi/abs/10.1080/15017410600973234#.UnJW6XC-r8c](http://www.tandfonline.com/doi/abs/10.1080/15017410600973234#.UnJW6XC-r8c)

The aim of this cross-sectional study was to answer two central research questions: (i) what are Greek employers’ attitudes to employing people with a range of disabilities; and (ii) do employers’ attitudes differ according to the type of disability? The study sample comprised 102 local employers with small-sized retail trade and service businesses located in semi-urban areas of Lesvos and Chios, Greek islands in the North Aegean Sea. The results show that employers’ attitudes differed depending on the type of disability; most respondents believed that it would be easier for people with diabetes, thalassaemia or renal insufficiency to gain employment than those with schizophrenia, blindness, learning disability or depression.
Research identifies several substantial barriers to the building of good working relationships among diverse cultural groups, and diversity must be managed if organizations are to attain the benefits promised by the business case for diversity. Many organizations have created diversity initiatives to address the demographic changes in the labor force and customer base, but few have achieved the goal of developing a truly multicultural organization. This article tracks best practices for managing diversity as well as future trends managers should prepare for. Managing diversity successfully requires a long-term commitment, and research suggests that employees respond well to diversity best practices and reward their organizations with better morale and improved retention.

KEYWORDS: Workplace Diversity, Diversity Initiatives, Barriers to Diversity

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In this study, employers with and without experience in hiring individuals with developmental disabilities were surveyed regarding their perceptions. Respondents were surveyed and their responses were divided based on location (small or large city), type and size of business, average length of employment, and educational qualifications. Most respondents with experience indicated the employment usually or sometimes worked well and they were likely to hire again. Many inexperienced respondents were also receptive to hiring. Experienced respondents identified advantages to employing individuals with disabilities at higher rates than inexperienced respondents. The most frequently identified advantages were consistent attendance, workforce diversity, long-term employment, and co-worker partnerships. Experienced respondents also identified more concerns than inexperienced respondents. The most frequently identified concern was safety. Implications of the research are examined.

KEYWORDS: Employer perceptions, employers with experience, employers without experience, inter-coder reliability.

URL: http://eric.ed.gov/?id=EJ670884

Responses from 190 of 250 Indiana businesses surveyed found employers somewhat aware of legislation and assistive technology for people with disabilities, willing to hire them, and satisfied with their potential and performance. Public support was an
important incentive for employers in providing services for the employment of people with disabilities. (Contains 24 references.) (SK)

KEYWORDS: Civil Rights Legislation, Disabilities, Employer Attitudes, Job Performance, Personnel Selection, Vocational Education.


URL: [http://web.ebscohost.com/abstract?direct=true&profile=ehost&scope=site&auth type=crawler&jrnl=00224154&AN=11297312&h=Pz%2f71f2hv6gvQ3jmL7eq%2bjYuxmkEUAe0k%2bt%2bvpuHp63qIyb6NbRqAmK5f7Fhs7ksnyuGkq49x4A1mfpbpo2Q%3d%3d&crl=c](http://web.ebscohost.com/abstract?direct=true&profile=ehost&scope=site&auth%20type=crawler&jrnl=00224154&AN=11297312&h=Pz%2f71f2hv6gvQ3jmL7eq%2bjYuxmkEUAe0k%2bt%2bvpuHp63qIyb6NbRqAmK5f7Fhs7ksnyuGkq49x4A1mfpbpo2Q%3d%3d&crl=c)

This article attempts to address partially the problem of ascertaining employers' decisions in the real world about hiring job applicants with a disability. Over a three month period, the research team responded to all (409) job advertisements for clerical positions that met certain parameters in the two major Hong Kong newspapers. Each advertisement received four application letters that were identical in every respect except one. One letter did not mention disability, one mentioned a hearing impairment, one mentioned walking with the assistance of crutches and one mentioned having recovered from a reactive depression. A positive outcome was judged to have occurred if the applicant was offered a job interview. A total of 1636 letters of application were sent and 331 positive responses were received. Multiple pairwise comparisons were made that demonstrated statistically significant differences between the non-disability group when compared with each of the disability groups. Comparisons of the disability groups with each other did not achieve levels of statistical significance. There was, however, a clear ranking of preference; people without a disability, followed by those with a hearing impairment, those using crutches to walk and finally, those who had had a depression.


Objective: To evaluate the effects of disability type, job complexity, and public contact on hiring decisions. Design and Participants: An Americans With Disabilities Act (ADA; 1990) fact sheet and matched resumes with vocational and medical histories including chronic mental illness, developmental disability, closed head injury, and back injury were provided to 295 undergraduate business-related majors, who rated the applicants' suitability for 2 job positions and work shifts. Results: Findings indicated disparities in ratings of employability as a function of disability type. Paired comparisons yielded complementary findings, with effects of disability type and Disability Type × Job Complexity, but no effects of public contact.
Conclusions: Stereotyping and discrimination in employment decisions apparently persist, more than 10 years after the ADA.


People with disabilities represent a largely untapped labor pool for employers today. Yet despite laws such as the Americans with Disabilities Act, the unemployment rate for citizens with disabilities remains at a staggering 65% nationwide. Florida is home to over 2 million people with disabilities, of which more than five hundred thousand still remain jobless. Many job seekers with disabilities feel that employers’ attitudes and misconceptions are the major barriers that keep them from working. And employers today who do hire people with disabilities often consider these employees some of the most loyal and hardworking members of their workforce.

This research report, A Study of Employer Attitudes Toward Hiring Individuals with Disabilities, provides information about perceptions employers in Florida have about working with people with disabilities, as well as the challenges they face in recruitment, developing policies and finding support systems.


This article reports a foundation survey of the extent of employment of disabled people in three sectors of industry – transportation, IT and financial services – in two UK counties, identifies which specific disabilities and limitations on personal skills are seen by employers as the greatest impediments to employment, proposes a new model for analysis by using a modification of established recording models and provides a springboard for further work. The survey reported here was based on structured interviews with personnel officers conducted by telephone. No separate question was devoted to invitation of free comment, but the interview delivery of the questionnaire normally led to a general discussion of the issues raised, and some typical quotes and comments from respondents are included in the Results.


This paper addresses career development strategy within the context of social work practice in rehabilitation and disability. The author outlines the career development
needs of people with disabilities and identifies contemporary ways of thinking about career development. Four specific career development tactics are discussed involving the provision of vicarious experiences, identification and appreciation of performance accomplishments, verbal persuasion to support appropriate risk-taking, and emotional arousal that facilitates the expression of feelings and the motivation to act. These tactics are promising avenues for strengthening vocational and career self-efficacy with the aim of helping people with disabilities to augment their career maturity and increase their personal flexibility.

KEYWORDS: Disability, rehabilitation, career development, vocational development, social work and disability, social work and rehabilitation.


This article describes a study of employers' attitudes toward hiring people with disabilities and toward the state Vocational Rehabilitation (VR) agency. The study examined attitudes of employers in two states, one in the Midwest and one in the Southeast. In all cases, employers were known to have hired people with disabilities and to have worked with the state VR agency. The study found that employers stated that they were glad they hired the person they did, but expressed reservations about hiring people with certain types of disabilities. Employers did not express a high degree of knowledge about the state VR program, and satisfaction with VR was mixed.


This review of 37 studies found that employers continue to express positive global attitudes toward workers with disabilities. However, they tend to be more negative when specific attitudes toward these workers are assessed. Although employers are supportive of the ADA as a whole, the employment provisions evoke concern. When appropriate supports are provided, employers express positive attitudes toward workers with intellectual and psychiatric disabilities. Affirming earlier reviews, employers with prior positive contact hold favourable attitudes toward workers with disabilities. Employers' expressed willingness to hire applicants with disabilities still exceeds their actual hiring, although this gap is narrowing. Workers with physical disabilities continue to be viewed more positively than workers with intellectual or psychiatric disabilities.
The Employer Attitude Questionnaire (EAQ) was created to assess employer attitudes toward hiring persons with psychiatric disability. A total of 373 employers representing various industries in the Boston metropolitan area were interviewed by telephone to assess their concerns in four major areas: symptomatology, work personality, work performance, and administrative concerns. The results were arranged according to 8 employer sectors derived from the Department of Employment and Training's 10 Standard Industry Classifications (SICs) for employers (Sum & Harrington, 1996). Results suggested that employers differ in their level of concern by industry type. The implications of these findings for vocational programs for persons with psychiatric disability are discussed.


The present paper summarizes the results of a state-wide study, conducted by the Young Adult Institute (YAI) and the New York Office of Vocational and Educational Services for Individuals with Disabilities (VESID), of the attitudes of employers doing business in N.Y. State regarding the competitive employment of persons with severe handicaps. Those responsible for hiring decisions in the 418 companies responding to the study are favourable to the employability of persons with severe handicaps. They see those with severe handicaps as dependable, productive workers and as able to interact with others, especially when provided appropriate support services. The characteristics of employers and their companies that are associated with positive attitudes are examined.


Executives (N = 341) responsible for hiring decisions in Fortune 500 industrial and service corporations returned a mail questionnaire measuring their attitudes toward persons with severe disabilities and their employability. Responses indicated that
attitudes were favorable to persons with disabilities and to their employability, both in terms of advantages for the individual and lack of disadvantages for others in the work setting. Significant differences in attitudes existed among subgroups of executives. Executives who had contact with persons with disabilities in the corporate work world had more positive attitudes than did executives who did not have such experiences.

URL: http://www.thefreelibrary.com/A+survey+of+Fortune+500+corporate+policies+concerning+the...-a011676478

This article reports the results of a national survey of Fortune 500 corporate policies specifically concerning psychiatrically handicapped employees. Through mailed questionnaires and follow-ups, 127 firms responded for a return rate of 26%. Data analysis distills three major findings: (1) fewer than one in four responding Fortune 500 companies currently has a corporate policy concerning the psychiatrically handicapped, (2) physically handicapped employees are widely perceived to be more desirable than psychiatrically handicapped employees, and (3) firms without corporate policies concerning the psychiatrically handicapped perceive more onerous barriers to implementation than do firms with such policies.


Full participation in the work force continues to be an elusive goal for disabled individuals. One common explanation for this state of affairs is that employers tend to have negative attitudes about what the handicapped have to offer as employees and what is required to integrate them into the work force. Unfortunately, relatively little recent data is available about such attitudes. Thus, a survey of Fortune 500 companies was conducted to examine employers' attitudes toward the disabled. Employers' hiring and accommodation practices were also examined. Results were encouraging for the handicapped in some areas (e.g., performance perceptions) and a cause for concern in others (e.g., the perceived cost of making workplace accommodations). Level of exposure to the handicapped was also related to attitudes and practices. Limitations, research directions, and implications for corporations are discussed. 
KEYWORDS: disabled/ handicapped workers; employer attitudes; hiring and accommodation practices.
2- Impact and Benefits of Employing People with Disabilities


People with disabilities are significantly underrepresented in Australia’s workforce and, despite substantial improvements in Australia’s labour market conditions over the past decade, the gap in employment outcomes for people with and without disabilities has widened. By 2009, only half of the 2.2 million working-age Australians with a disability were employed, compared to nearly 80% of working age Australians without a disability.

There are substantial costs to individuals and to society associated with these poor employment outcomes for people with disabilities. This report estimates the increase in economic output that could be achieved by increasing employment outcomes for people with disabilities. The economic modelling presented in this report suggests that closing the gap between labour market participation rates and unemployment rates for people with and without disabilities by one-third would result in a cumulative $43 billion increase in Australia’s GDP over the next decade in real dollar terms. The modelling also suggests that GDP will be around 0.85% higher over the longer term, which is equivalent to an increase in GDP in 2011 of $12 billion. These estimates only account for the direct impact on GDP, and do not include indirect effects from improved government fiscal balances and increased employment opportunities for carers.

Closing the gap between labour market participation rates and unemployment rates for people with and without disability by one-third is an achievable – even a conservative – target. It implies an increase in the participation rate for people with disabilities from 54% to 64% and a reduction in the unemployment rate from 7.8% to 6.9%. Many nations, including New Zealand and a number of the Nordic countries, have already achieved or surpassed these benchmarks. Trends towards more flexible working arrangements, together with impending capacity constraints in the Australian labour market, will also help to provide more employment opportunities for people with disabilities.

The policy and program mechanisms for achieving these outcomes are not explicitly addressed in this report, nor does it address the costs associated with achieving an increase in employment participation. Rather, the aim of this report is to present the potential benefits associated with increasing employment participation for people with disabilities and provide a reference point for future policy discussion.
This year is the 20th anniversary of the Americans with Disabilities Act. What are the barriers to and benefits of hiring and retaining people with disabilities? There is evidence that costs are less than many assume, and of tangible and intangible returns. New employment statistics from the government and a host of programs to facilitate recruitment of people with disabilities are great steps forward, but challenges remain—especially considering the return of injured U.S. military servicemen and women from current conflicts.

URL: [http://www.thefreelibrary.com/Work+participation+among+people+with+disabilities%3A+does+the+type+of...-a0132417715](http://www.thefreelibrary.com/Work+participation+among+people+with+disabilities%3A+does+the+type+of...-a0132417715)
This paper describes the methodology and results of a quantitative study of the extent to which work participation is affected by type and severity of disability. The study is based on data from two Statistics New Zealand surveys: the 2001 New Zealand Disability Survey and the 2001 Household Labour Force Survey. A regression-based procedure is used to estimate for people with disability what their employment outcomes would have been in the absence of disability (assuming that other characteristics such as age, gender, ethnicity, qualifications, etc., are unchanged). This provides a counterfactual to the descriptive results on employment, thus permitting assessment of the effect of each type of disability on employment. The results show that those with disabilities have a greatly diminished likelihood of full-time employment. However, the effect is much smaller when the outcome examined is any degree of employment, and shows some variation according to the type of disability. The overall likelihood of employment diminishes sharply with the severity of disability. The authors suggest that there may be greater potential than has been appreciated to raise the level of full-time employment among people with disabilities. The challenge is to develop policies that counter tendencies in the job market to marginalise people with disabilities.

URL: [http://iospress.metapress.com/content/yg4thhdgqy3ttk96/](http://iospress.metapress.com/content/yg4thhdgqy3ttk96/)
This paper is based on survey responses from 656 employers who used disability employment services to employ someone with a disability. Relationships between employer satisfaction and employer perceptions of job-match and future hiring intentions toward people who have a disability are outlined and discussed. Employers' perceptions of the job-match process were found to be an important determinant of their perceptions of work performance and employer satisfaction. Comparative ratings on employer satisfaction for employees with and without a disability were seen as an important indicator of future hiring intentions toward people with a disability. Findings reported in this paper provide important information on which to base strategies for improving future employment outcomes for people who have a disability.

KEYWORDS: employer satisfaction, employment, disability, job-match, work performance, hiring intentions.

URL: http://iospress.metapress.com/content/vlbfrgynquwnlukw/
Abstract. This paper derives from a national study of employer outcomes when employing a person with a disability. Questionnaires were completed by 643 Australian employers who had employed a person with a disability. Individual performance was considered by comparison of the employee with a disability and the “average” employee. The “average” employee was rated significantly better on productivity variables, and employees with a disability were rated somewhat, but not significantly, better on reliability variables and employee maintenance variables. Organization performance was considered in terms of benefits and costs of workplace modifications and changes to staff training and supervision. In each domain, employers identified more organization benefits than costs, a large majority considering the financial effect of modifications and changes cost-neutral, with financial benefit more common than net cost. Employers reported short-term, but no long-term or broader benefits from employer subsidies and/or incentives. The need to take a broad, “big picture” view to understand cost effectiveness is discussed.
Keywords: Cost benefit analysis, disability, employing a person with a disability.

3- Accommodation Costs of Companies to Employ People with Disabilities

URL: http://www.tandfonline.com/doi/abs/10.1080/15555240.2013.808079#.UnOFtnc-r8c
Demand-side and supply-side factors are explored related to workplace accommodations for individuals with disabilities. Employers who had sought and received consultation from the Job Accommodation Network were later contacted for a follow-up interview. The data from these 1,293 interviews include effectiveness of customized employment, direct benefits to employers, and indirect benefits to employers. The primary demand-side benefits of effective accommodation implementation identified by these employers were (a) retained a qualified employee, (b) increased the overall company's productivity as well as employee's productivity, (c) eliminated cost of having a new employee, (d) increased overall company morale, and (e) increased the accommodated employee's attendance.

KEYWORDS: accommodation, customized employment, disability, employee supply-side, employer demand-side, job, productivity, work, workplace.


The purpose of this study was to enhance understanding of the impact of individual and environmental variables on job satisfaction among people with severe mental illness employed in social enterprises. Participants: A total of 248 individuals with severe mental illness employed by social enterprises agreed to take part in the study. Methods: We used logistic regression to analyse job satisfaction. A model with job satisfaction as the dependent variable, and both individual (occupational self-efficacy and severity of symptoms perceived) and environmental (workplace) factors (provision of workplace accommodations, social support from co-workers, organizational constraints) as well as external factors (family support) as predictors, was tested on the entire sample. Results: All findings across the study suggest a significant positive impact of both individual and environmental factors on job satisfaction. People with higher occupational self-efficacy who were provided with workplace accommodations and received greater social support were more likely to experience greater job satisfaction. Conclusions: These results suggest that certain features of social enterprises, such as workplace accommodations, are important in promoting job satisfaction in people with severe mental illness. Further studies are warranted to expand knowledge of the workplace features that support employees with severe mental illness in their work integration process.

KEYWORDS: environmental characteristics, mental disorders, Partnerships, social firms, vocational outcomes.

**Background**
This study explored workplace disability accommodations and their benefits. The participants were employers and human resource professionals who had not used the services of the Job Accommodation Network (JAN). The companies included large businesses (more than 499 employees) and small businesses (fewer than 500 employees).

**Objective/Hypothesis**
The intent of this investigation was to assess the disability accommodations and benefits for the employers.

**Methods**
The study used responses to online survey from 194 employers to discuss disability-related accommodations for an employee or potential employee. The survey included 128 employers who reported having had a person with a disability who requested an accommodation.

**Results**
As reported by the employers, the most frequently mentioned direct benefits from implementing workplace accommodations were (a) retained a qualified employee, (b) increased worker productivity, and (c) eliminated the cost of training a new employee. The most frequently mentioned indirect benefits from accommodations were (a) improved interactions with coworkers, (b) increased overall company morale, and (c) increased overall company productivity. The most frequently reported types of implemented accommodations were buying equipment and changing work schedules. Most of the respondents estimated the direct benefits of having made an accommodation at more than $1000.

**Conclusions**
The findings heighten awareness of benefits associated with making accommodations for people with disabilities in the workplace. These benefits signify value for business, coworkers, and individuals with disabilities for whom accommodations are critical for successful employment.

**KEYWORDS:** Workplace, Benefits, Accommodation, Disability, Cost.


Employment among persons with disabilities has been chronically low. This complex issue involves historical attitudes and economic and social policies. Out of this complexity, one hopeful solution is emerging. The purpose of this article is to describe the concept and philosophy of universal access, a paradigm and blueprint for building employment success. The application of universal access eliminates many environmental obstacles that prevent persons with disabilities from working. Once a work environment is set up to be universally accessible, few modifications are
needed, regardless of employee characteristics. Social workers, in particular, will find its philosophy compatible with their values and perspectives.

KEYWORDS: disability, employment, social work, universal design, universal educational access.


**Background**
This study compared the expense associated with use of personal assistance services (PAS) for individuals with disabilities to the expense incurred by individuals with disabilities who did not use PAS. The intent of this investigation was to assess the disability accommodation costs and benefits of PAS and non-PAS cases.

**Methods**
The study uses 1,182 follow-up telephone surveys and 24 telephone interviews of employers who had previously contacted the Job Accommodation Network (JAN) to discuss disability-related accommodations for an employee or potential employee that were conducted from January 2004 through December 2006. The survey included 69 employers who had considered PAS. The surveys were conducted by the University of Iowa's Law, Health Policy, and Disability Center, which contacted employers who had previously contacted JAN for consultation on workplace accommodations. The interviews were conducted by the International Center for Disability Information at West Virginia University.

**Results**
Key findings point to the costs associated with PAS cases and with cases not involving PAS accommodations. As reported by the employers, the median “one-time cost” of accommodations (not $0) for non-PAS cases was $500. The median “one-time cost” of accommodations (not $0) for PAS cases was $1,850. When $0 cost of accommodations on PAS cases was factored in with “one-time cost” of accommodations for PAS cases, the median cost was $0. For non-PAS cases of accommodations, when $0 cost of accommodations was considered, the outcome was a median cost of $0. The annual cost for PAS accommodations was a median cost of $8,000 in comparison to $2,000 for non-PAS. The median dollar amount estimates of direct benefits were $1,600 for PAS accommodations, similar to $1,500 for non-PAS. The most frequently mentioned benefits from PAS accommodations were (a) increased productivity, (b) increased diversity, (c) retention of a valued employee, (d) improved interactions with co-workers, (e) increased overall company morale, and (f) increased overall company productivity.

**Conclusions**
The findings heighten awareness of the cost and benefits aspects associated with PAS for people with disabilities. Many non-PAS accommodations cost nothing to the employer (e.g., changing the work schedule, moving the individual to another location). When dollar cost was involved, the costs for PAS accommodations were more than three times greater than non-PAS accommodations.

KEYWORDS: Personal assistance services, PAS, Accommodation, Disability, Cost.


This mixed-methods study examined the provision of workplace accommodations in the health care, hospitality, and retail sectors. First, focus groups with administrators from each sector revealed that accommodations costs were viewed as minimal (although frontline managers were perceived as having misperceptions). Second, the provision of accommodations as documented through human resources records for health care and hospitality indicated that accommodations were infrequent, not costly, and provided to employees with disabilities. Finally, retail employees (irrespective of disability status) reported many more accommodations than health care and hospitality workers. To dispel misperceptions related to accommodations, education is critical and social workers are well-positioned for this role.

KEYWORDS: accommodations, Americans with Disabilities Act, disability, employment, mixed methods.


One central component to meaningful employment for people with disabilities is the ADA's workplace accommodation provision that allows qualified individuals to perform essential job functions. Little empirical evidence is available to evaluate the costs, benefits, and effectiveness of accommodations. Previous research has focused on direct costs. This article advocates an inclusive accommodation cost/benefit analysis to include direct and indirect costs and benefits and to differentiate disability-related accommodation costs from typical employee costs. The inclusive cost/benefit analysis is applied to preliminary data from interviews with employers who contacted the Job Accommodation Network (JAN). Results suggest that accommodations are low cost, beneficial and effective.


Who has never had a need for accommodation to perform a job because of age-related changes, gender issues related to family care, religious practices, health status, or disability? Who has never had the benefit of universal accommodations designed to
provide access for individuals with disabilities, such as using the handicap button to open a door when one's arms are loaded? All of society has had the benefit of inclusion of individuals with disabilities within the work force. Occupational health nurses are essential to accommodating new employees with disabilities, assisting ill or injured employees in returning to work, and changing attitudes toward disabled workers. Additionally, nurses have the skills and knowledge for leading and managing newly emerging disease management programs for workers with disabilities caused by chronic illness.


This study determined the characteristics of employers who are open to hiring and supporting people with disabilities. The purpose was to help rehabilitation professionals better target their placement and educational activities. Using a grounded theory qualitative approach, the researchers conducted focus groups and interviews with employers, employed persons with disabilities, and experienced rehabilitation placement professionals. The results indicated that 13 specific characteristics, organized into three major categories, are found among employers who are open to hiring and accommodating persons with disabilities. The three major categories were work cultural issues, job match, and employer experience and support.

4- Disability and CSR


The political shift toward an economic liberalism in many developed market economies, emphasizing the importance of the marketplace rather than government intervention in the economy and society (Dorman, Systematic Occupational Health and Safety Management: Perspectives on an International Development, 2000; Tombs, Policy and Practice in Health and Safety 3(1):24–25, 2005; Walters, Policy and Practice in Health and Safety 03(2):3–19, 2005), featured a prominent discourse centered on the need for business flexibility and competitiveness in a global economy (Dorman,2000; Tombs, 2005). Alongside these developments was an increasing pressure for corporate social responsibility (CSR). The business case for CSR – that
corporations would benefit from voluntarily being socially responsible – was increasingly promoted by governments and corporations as part of the justification for self-regulation. The aim of the article is to examine more closely the proposition that self-regulation is effective, with particular reference to the business case for workplace equality and safety. Based on a comprehensive literature review and documentary analysis, it was found that current predominant management discourse and practice focusing on diversity and safety management systems (OHSMS) resonate well with a government and corporate preference for the business case and self-regulation. However, the centrality of individual rather than organizational factors in diversity and OHSMS means that systemic discrimination and inherent workplace hazards are downplayed, making it less likely that employers will initiate structural remedies needed for real change. Thus, reliance on the business case in the argument for self-regulation is problematic. In terms of government policy and management practice, the business case needs to be supplemented by strong, proactive legislation, and worker involvement.

KEYWORDS: self-regulation, globalization, business case, corporate social responsibility, workplace equality, workplace safety.


The underemployment of persons with disabilities continues to be a societal problem; many persons with disabilities have difficulty securing and maintaining employment. This difficulty contributes to the relatively higher rates of poverty among persons with disabilities as well as their underutilization as productive members of society. This research examines factors that contribute to this underemployment problem. Based on this examination, we develop questions organizations must consider for addressing the problem. These questions are based on creating working relationships for persons with disabilities at an individual level that may be an extension of an organization’s corporate social responsibility program. Individuals with disabilities have a right to obtain and maintain successful employment opportunities; this research outlines the factors at play and provides suggestions for employers to consider in addressing this social problem.

   KEYWORDS: corporate social responsibility, disability, underemployment, human resource management.


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Corporate culture reflects an organization's value system and impacts the recruitment, retention, and promotion of employees. Individuals with disabilities are positively impacted by a corporate culture that espouses and establishes a diverse workforce as a priority. This article provides an overview of corporate culture and the employment of individuals with disabilities, and presents a case example of the corporate culture of a large not-for-profit disability service organization. With an in-depth understanding of corporate culture and disability issues, social workers can be particularly helpful to applicants and employees with disabilities as well as employers.

KEYWORDS: corporate culture, employment, people with disabilities, service providers.


This article addresses key questions arising from the economic and social disparities that individuals with disabilities experience in the United States. For instance, “What role does corporate culture play in the employment of people with disabilities?” “How does it facilitate or hinder their employment and promotional opportunities, and how can corporations develop supportive cultures that benefit people with disabilities, non-disabled employees, and the organization as a whole?” Corporate culture can create attitudinal, behavioral, and physical barriers for workers and job applicants with disabilities. This research concludes that if the employment prospects of people with disabilities are to be improved significantly, attention must be paid to the ways in which corporate culture creates or reinforces obstacles to employees with disabilities, and how these obstacles can be removed or overcome. Ultimately, we will make the case that corporate culture and societal attitudes must change if people with disabilities are to be accepted and incorporated fully into the workplace.

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In management theory and business practice, the dealing with diversity, especially a diverse workforce, has played a prominent role in recent years. In a globalizing economy companies recognized potential benefits of a multicultural workforce and tried to create more inclusive work environments. However, “many organizations have been disappointed with the results they have achieved in their efforts to meet the diversity challenge” [Cox: 2001, Creating the Multicultural Organization (Jossey-Bass, San Francisco)]. We see the reason for this in the fact that while much attention has been paid to the strategic dimension of diversity policies, systems, and processes, much less thought has been given to the normative dimension, the norms and values involved. Given the fact that diversity is essentially about cultural norms and values, appropriate reflection work becomes a fundamental task to create a truly inclusive
work environment where people from diverse backgrounds feel respected and recognized. Therefore, we focus in this article on the challenge of building an inclusive diversity culture showing that such a “culture of inclusion” has to be built on solid moral grounds. We present a conceptual framework of inclusion based on a moral theory of recognition and introduce the founding principles of reciprocal understanding, standpoint plurality and mutual enabling, trust and integrity. After revealing barriers that hinder a culture of inclusion from emerging we shed light on the process of developing such a culture which involves four essential transformational stages: The first phase focuses on raising awareness, building understanding and encouraging reflection. The second phase deals with the development of a vision of inclusion as an important step to define the change direction. In a third phase key management concepts and principles should be re-thought. This leads to the fourth, action-oriented phase, that focuses on an integrated Human Relations Management (HRM) system that helps implement change by doing both, translating the founding principles via competencies into observable and measurable behavior and fostering the development, reinforcement and recognition of inclusive behavior.

KEYWORDS: business principles, change management, corporate culture, diversity management, discourse ethics, ethics of recognition, business ethics, integrated personnel management system, HRM.


The premise of this article is that the social and political forces which were sufficient to promote the passage of the ADA are not likely to hold the solution to equal employment opportunities in work organizations for people with disabilities. Moreover, employment opportunities, employ-ability, employment decisions and employment discrimination in this area are ultimately under the control of not any one entity. That said, the leaders of progressive work organizations and the well-informed and motivated HR specialist working there can make a difference. This paper uses a multi-level/multi-stakeholder perspective to provide a “model of the problem”, that is to articulate the forces facing those individuals with disabilities who seek to gain, retain or advance their employment. More to the point, this article goes on to provide insights into a tentative, but plausible “model of the solution” as one that might be adopted or acted on by key stakeholders relevant to the phenomenon.