2017

National Employment & Disability Survey
Supervisor Perspectives

KFNEDS:SP
Main Objectives

• Identify the processes and practices used by employers to increase the employment of people with disabilities and their effectiveness.

• Collect qualitative information on specific practices and challenges.

• Further examine the upper management commitment, which is identified as quite important in prior studies.
Description

• 3,085 supervisors from across the country
• Drawn from Qualtrics Business-to-Business panel
• Subject areas:
  – Recruiting & hiring, Onboarding & training, Retention & accommodation
• Within each subject area:
  – Processes and practices and their effectiveness
  – Supervisor’s and upper management commitment
  – Open-ended question to obtain examples
## Demographics of Respondents

<table>
<thead>
<tr>
<th>Category</th>
<th>#</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>1,265</td>
<td>41</td>
</tr>
<tr>
<td>Female</td>
<td>1,820</td>
<td>59</td>
</tr>
<tr>
<td>White</td>
<td>2,375</td>
<td>77</td>
</tr>
<tr>
<td>Non-white</td>
<td>1,018</td>
<td>33</td>
</tr>
<tr>
<td>18 - 34</td>
<td>833</td>
<td>27</td>
</tr>
<tr>
<td>35 - 54</td>
<td>1,481</td>
<td>48</td>
</tr>
<tr>
<td>55 +</td>
<td>740</td>
<td>24</td>
</tr>
<tr>
<td>&lt; College</td>
<td>740</td>
<td>24</td>
</tr>
<tr>
<td>College +</td>
<td>2,345</td>
<td>76</td>
</tr>
</tbody>
</table>
## Own/Family Experience with Disability

<table>
<thead>
<tr>
<th>Experience Type</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Any experience</td>
<td>45</td>
</tr>
<tr>
<td>- Own</td>
<td>18</td>
</tr>
<tr>
<td>- Someone close</td>
<td>39</td>
</tr>
<tr>
<td>- Hearing</td>
<td>14</td>
</tr>
<tr>
<td>- Vision</td>
<td>6</td>
</tr>
<tr>
<td>- Ambulatory</td>
<td>18</td>
</tr>
<tr>
<td>- Cognitive</td>
<td>21</td>
</tr>
<tr>
<td>No experience</td>
<td>55</td>
</tr>
</tbody>
</table>
# Company Size (Number of Employees)

<table>
<thead>
<tr>
<th></th>
<th>#</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>25 - 99</td>
<td>692</td>
<td>22.4</td>
</tr>
<tr>
<td>100 - 499</td>
<td>910</td>
<td>29.5</td>
</tr>
<tr>
<td>500 - 999</td>
<td>401</td>
<td>13.0</td>
</tr>
<tr>
<td>1,000 +</td>
<td>1,082</td>
<td>35.1</td>
</tr>
</tbody>
</table>
## Supervisory Experience of Respondents

<table>
<thead>
<tr>
<th>How long at employer</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Years</td>
<td>%</td>
</tr>
<tr>
<td>1 to 5</td>
<td>32</td>
</tr>
<tr>
<td>6 to 10</td>
<td>29</td>
</tr>
<tr>
<td>11 to 20</td>
<td>24</td>
</tr>
<tr>
<td>21 or more</td>
<td>15</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>How long supervising</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Years</td>
<td>%</td>
</tr>
<tr>
<td>1 or fewer</td>
<td>13</td>
</tr>
<tr>
<td>2 to 5</td>
<td>40</td>
</tr>
<tr>
<td>6 to 10</td>
<td>21</td>
</tr>
<tr>
<td>11 or more</td>
<td>26</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>How many supervised</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Number</td>
<td>%</td>
</tr>
<tr>
<td>1 to 5</td>
<td>36</td>
</tr>
<tr>
<td>6 to 10</td>
<td>23</td>
</tr>
<tr>
<td>11 to 20</td>
<td>19</td>
</tr>
<tr>
<td>21 or more</td>
<td>22</td>
</tr>
</tbody>
</table>
## Experience Hiring People with Disabilities

<table>
<thead>
<tr>
<th># Hired</th>
<th>%</th>
<th>% Hired any People w/ Disabilities</th>
<th>Avg. # People w/ Disabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>10</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>1 to 5</td>
<td>28</td>
<td>29</td>
<td>0.5</td>
</tr>
<tr>
<td>6 to 10</td>
<td>16</td>
<td>55</td>
<td>1.4</td>
</tr>
<tr>
<td>11 to 20</td>
<td>14</td>
<td>70</td>
<td>3.1</td>
</tr>
<tr>
<td>21 to 50</td>
<td>13</td>
<td>76</td>
<td>5.4</td>
</tr>
<tr>
<td>&gt; 50</td>
<td>19</td>
<td>80</td>
<td>12.8</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>58</td>
<td>4.3</td>
</tr>
</tbody>
</table>
# Experience Supervising People with Disabilities

<table>
<thead>
<tr>
<th>Experience</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experience</td>
<td>51</td>
</tr>
<tr>
<td>- Hearing</td>
<td>20</td>
</tr>
<tr>
<td>- Vision</td>
<td>9</td>
</tr>
<tr>
<td>- Mobility</td>
<td>26</td>
</tr>
<tr>
<td>- Cognitive</td>
<td>27</td>
</tr>
<tr>
<td>Not experience</td>
<td>49</td>
</tr>
</tbody>
</table>
Commitment of Upper Management and Importance to Supervisor
Supporting PwD Learning the Job

Upper management commitment:
- Very: 43%
- Somewhat: 40%
- Not very: 13%
- Not at all: 5%

Importance to supervisor:
- Very: 78%
- Somewhat: 18%
- Not very: 13%
- Not at all: 2%
Providing Requested Accommodations

Upper management commitment:
- Very: 47%
- Somewhat: 39%
- Not very: 10%
- Not at all: 4%

Importance to supervisor:
- Very: 66%
- Somewhat: 28%
- Not very: 10%
- Not at all: 2%
Organizational Processes

- Has process?
- Effective?
- As effective for people with disabilities?
Recruiting Process

- Has process: 84%
- Process effective: 90%
- As effective PWD: 61%

Legend: Yes, No, Don't know
Organizational Hiring Goals

- Diversity: 57%
- Disability: 28%
- Disability as Diversity: 12%
“Moderate” to “A Lot” of Effort Spent on Recruiting

- General: 74%
- Diversity: 69%
- Disability: 44%
Process: Supporting New Employees Learn Job

- Has process: 86%
- Process effective: 93%
- As effective for PWD: 73%

- Yes
- No
- Don't know
Process: Request Accommodations

- Has process: 66%
- Process effective: 96%
- Disc. At Orient: 59%

Yes  No  Don't know
Centralized Accommodation Fund

- 49% have the fund
- 35% think it's effective
- 16% are unsure if they have the fund
- 94% think the fund is effective

Options:
- Yes
- No
- Don't know
Specific Practices
Recruiting: Partner with Disability Organizations

- **Don’t Know**: 35%
- **No**: 38%
- **Yes**: 27%

Feasible?
- **Yes**: 95%
- **No**: 66%
- **Don’t Know**: 85%

Effective?
- **Yes**: 95%
- **No**: 66%
Train Supervisors in Accessible Application & Interview Techniques

- **Uses Practice?**
  - **Don’t Know**: 23%
  - **No**: 37%
  - **Yes**: 40%

- **Feasible?**
  - **Yes**: 83%
  - **No**: 67%

- **Effective?**
  - **Yes**: 87%
Hiring Practices: Review or Audit Hiring Procedures to Ensure Accessibility

Uses Practice?

<table>
<thead>
<tr>
<th>Uses Practice?</th>
<th>Feasible?</th>
<th>Effective?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Don’t Know</td>
<td>85%</td>
<td></td>
</tr>
<tr>
<td>No</td>
<td>64%</td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>86%</td>
<td></td>
</tr>
</tbody>
</table>

Uses Practice?

<table>
<thead>
<tr>
<th>Uses Practice?</th>
<th>Feasible?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>86%</td>
</tr>
</tbody>
</table>

Don’t Know: 37%
No: 20%
Yes: 43%
Training Practices: Short-term Outside Assistance

- **Uses Practice?**
  - No: 56%
  - Sometimes: 25%
  - Yes: 19%

- **Effective?**
  - No: Feasible? 70%
  - Sometimes: Effective? 82%
  - Yes: Effective? 89%

- **As effective PWD?**
  - No: Feasible? 70%
  - Sometimes: As effective PWD? 86%
  - Yes: As effective PWD? 86%
Training Practices: Job Shadowing

- **Uses Practice?**
  - Yes: 61%
  - Sometimes: 27%
  - No: 12%

- **Effective?**
  - Yes: 98%
  - Sometimes: 93%
  - No: 70%

- **Feasible?**
  - As effective: 80%
  - As effective PWD: 75%
Training Practices: Onsite Training by Supervisor or Coworker

- **Uses Practice?**
  - Yes: 73%
  - Sometimes: 22%
  - No: 5%

- **Effective?**
  - Yes: 97%
  - Sometimes: 94%

- **Feasible?**
  - Yes: 77%

- **As effective PWD?**
  - Yes: 81%
  - Sometimes: 79%
Accommodation Practices: Job Sharing

- **Uses Practice?**
  - No: 57%
  - Sometimes: 30%
  - Yes: 13%

- **Feasible?**
  - 48%

- **Effective?**
  - Sometimes: 86%
  - Yes: 95%

- **As effective PWD?**
  - 84%
  - 92%
Accommodation Practices: Flexible Work Schedule

Uses Practice?

- No: 23%
- Sometimes: 52%
- Yes: 25%

Effective?

- No: 23%
- Sometimes: 52%
- Yes: 25%

Feasible?

- No: 48%
- Sometimes: 90%
- Yes: 95%

As effective PWD?

- No: 79%
- Sometimes: 86%
- Yes: 86%
Accommodation Practices: Work from Home (At Least Some of the Time)

- No:
  - Uses Practice: 45% (Feasible: 21%)
- Sometimes:
  - Effective: 74% (As effective PWD: 69%)
  - Sometimes Effective: 38% (Feasible: 21%)
- Yes:
  - Effective: 85% (As effective PWD: 87%)
Retention Practices: Cultural Competence Training for Employees

- **Regularly**: 43%
  - Feasible?: 94%
  - Effective for retaining PWD?: 85%
- **In the past**: 27%
  - Feasible?: 80%
- **No**: 30%
  - Feasible?: 80%
Areas of Future Analyses

• Investigate difference by company size, years of experience, and other factors.

• Analyze responses in relation to disability type.

• Examine open-ended responses for unique practices and experiences.

• Re-contact respondents with follow-up questions.
Findings to Improve Corporate Culture and Practices

• Underutilized Effective Practices Seen as Feasible

• Common Practices are Effective for Many - Universal Design

• Upper Management’s Commitment is Key to Success of Employees with Disabilities and their Supervisors
MEET OUR EXPERTS: Kessler Foundation

Rodger DeRose
President & Chief Executive Officer
Kessler Foundation

Elaine E. Katz, MS, CCC-SLP
Senior VP for Grants and Communication
Kessler Foundation

John O’Neill, PhD, CRC
Director of Employment Research
Kessler Foundation
MEET OUR EXPERTS: University of New Hampshire

Andrew Houtenville, PhD
Director of Research
University of New Hampshire-Institute on Disability

Kimberly Phillips, PhD
Project Director
University of New Hampshire-Institute on Disability