

# Employing Abilities @Work

2019 Research Report





# CONTENTS

## 03 INTRODUCTION

## 04 UNDERSTANDING DISABILITY

- Defining Disability
- Visible and Invisible Disabilities
- Application of the ADA

## 08 ATTITUDES AND OPINIONS

- Opinions on Workers with Disabilities
- Opinions on Working with Colleagues with Disabilities
- Disclosing Disability at Work

## 11 DISABILITY AND INCLUSION INITIATIVES

- Prevalence of Initiatives
- Challenges with Recruiting, Hiring or Promoting People with Disabilities
- Inclusivity by Industry

## 15 RECRUITMENT

- Recruitment Policies and Practices
- Sourcing Top Talent

## 19 ACCESSIBILITY AND ACCOMMODATION

- Current and Future Accommodations
- Concerns About Cost
- Exploring Accommodation Options

## 23 TRAINING AND CAPACITY-BUILDING

- Training for HR Professionals and Managers
- Organizationwide Training
- Other Capacity-Building Methods

## 25 CONCLUSION

## 26 ABOUT THE PARTNERS

## Introduction

There are few studies, past or present, that explore what employers are currently doing to recruit, train, accommodate and advance employees with disabilities, what's working for organizations and what the challenges and opportunities are to creating and maintaining an inclusive workplace for people with disabilities. In this study, a partnership between SHRM Foundation, the Society for Human Resource Management (SHRM) and Workplace Initiative by Understood, we set out to broadly understand the landscape of disabilities in the workplace as we approach the 30th anniversary of the Americans with Disabilities Act (ADA) in 2020.

In 2012, SHRM partnered with the Cornell University ILR School Employment and Disability Institute to study organizational practices and policies related to employing people with disabilities, including those on: recruitment and hiring policies and procedures, accessibility and accommodation, and retention and advancement. In 2019 we wanted to gauge the changes over time as well as revisit the topics as viewed from three perspectives: employees, managers and human resources professionals. This multi-faceted approach was imperative to ensure meaningful and full understanding of organizations attitudes and opinions about workers with disabilities and disability inclusion in the workplace.

To gather perspectives on these topics we first conducted focus groups with HR professionals and then fielded surveys to the three populations. Overall, we found a general lack of knowledge and training around disabilities in the workplace. Most people, HR professionals and employees, are not receiving disability inclusion training in the workplace. This presents an opportunity to use the anniversary of the ADA to re-evaluate workplace practices and offer resources and support aimed at more complete inclusion of those with disabilities in the workforce.

## Our primary goals for the 2019 study were to better understand:

What motivates employers to invest (or not) in implementing a disability inclusion initiative.



The types of disability-focused training employers are currently offering.



The types of accessibility and accommodations employers are providing workers with disabilities.



The types of programs employers have in place aimed at the retention and advancement of workers with disabilities.



# Understanding Disability

We surveyed **1,658 HR professionals, 748 managers and 1,168 employees**. The majority of survey respondents (72%) disclosed that they do not have a disability. However, the majority of respondents also indicated they are in contact with someone with a disability either personally or professionally on a regular basis (weekly or more often).

Figure 1A Disability demographics of respondents

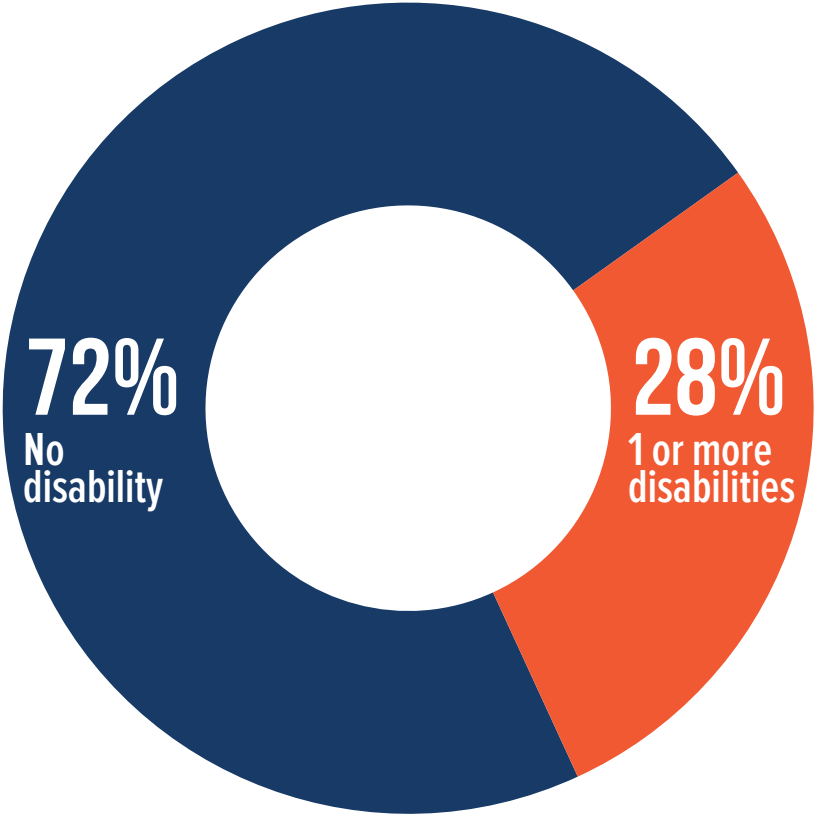
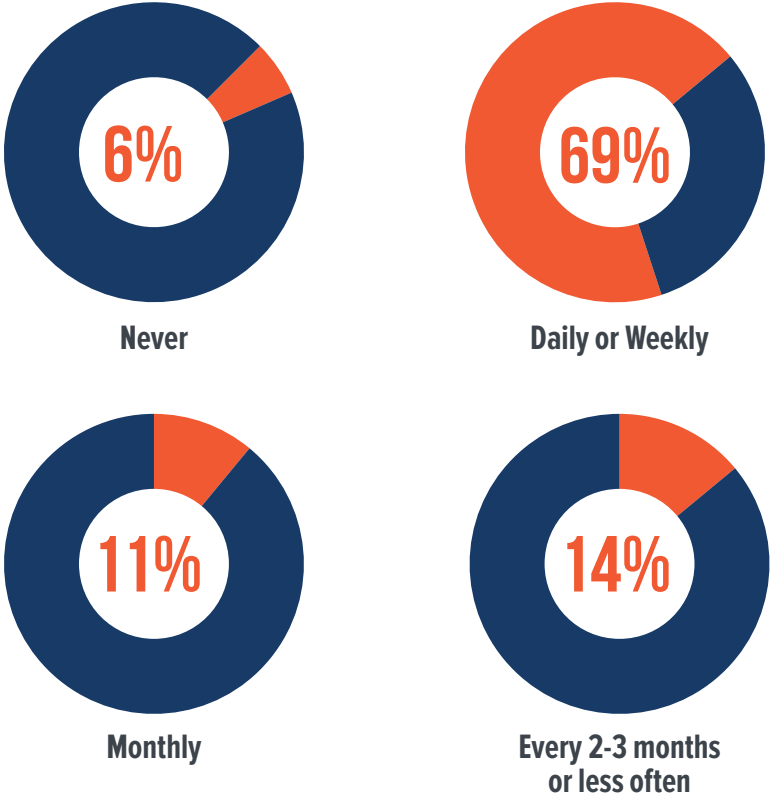


Figure 1B Frequency of contact with a person with a disability



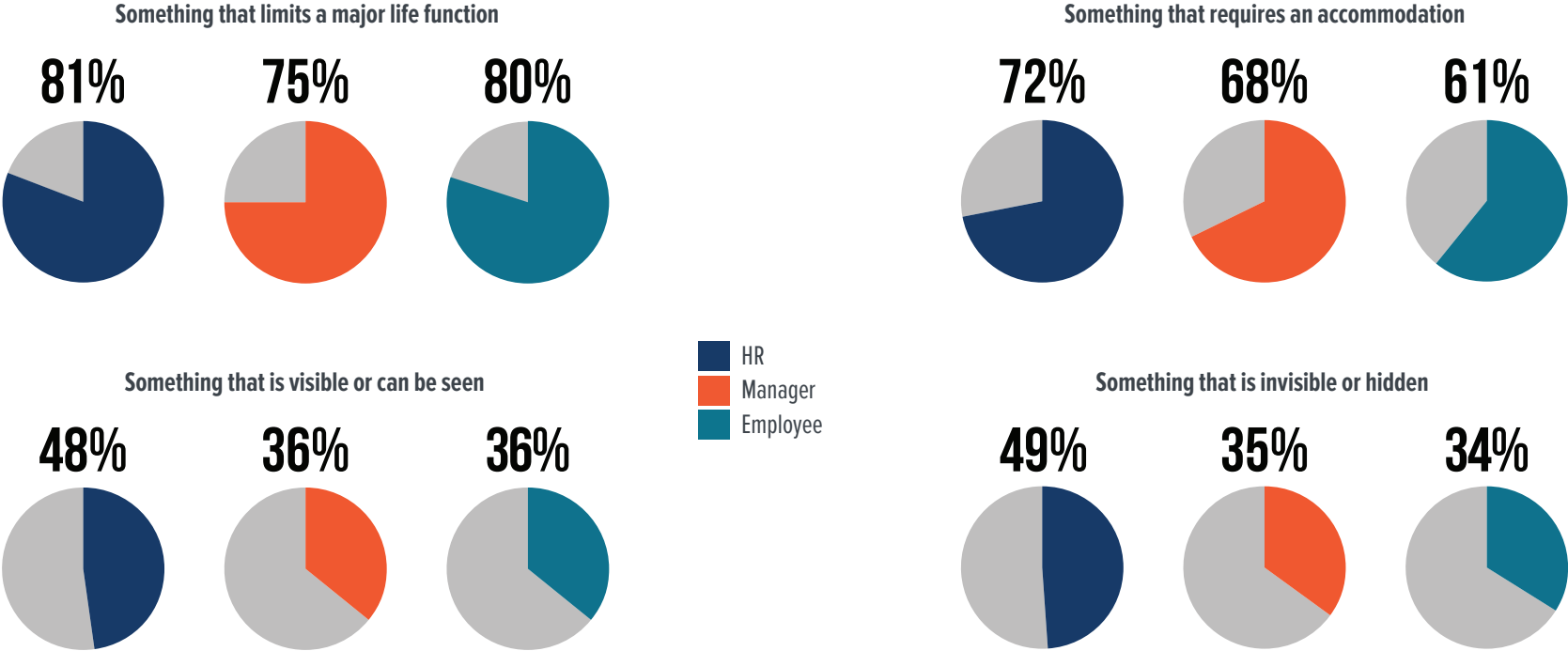
## The ADA Definition

In the workplace and in employment contexts, the Americans with Disabilities Act (ADA) defines the term “disability”. According to the ADA, a person with a disability is a person who has a physical or mental impairment that substantially limits one or more major life activities. This definition is quite broad, and includes people who have emotional and mental illness, certain learning disabilities, episodic conditions such as diabetes, etc. The definition includes people who have a record of a disability and those who do not have a formal diagnosis but are generally regarded as having a disability. The ADA also makes it unlawful to discriminate against a person based on their association with a person with a disability. Disability is thus not just a health problem, it is a complex phenomenon reflecting the interaction between the person’s physical body, mental capacity and the environment in which they live.

# Defining Disability

When asked to define a disability and what items were covered under the ADA, neither employees nor managers had a good sense of how to define a disability or what was covered under the ADA. When asked what comes to mind when they think of “disability,” respondents overwhelmingly thought of something that limits a major life function and something that requires an accommodation. While respondents were less likely to define disability as something that is visible, they were also less likely to think disability is something that is invisible or hidden. (Figure 1C).

Figure 1C How would you define disability?



## Non-Visible Disabilities

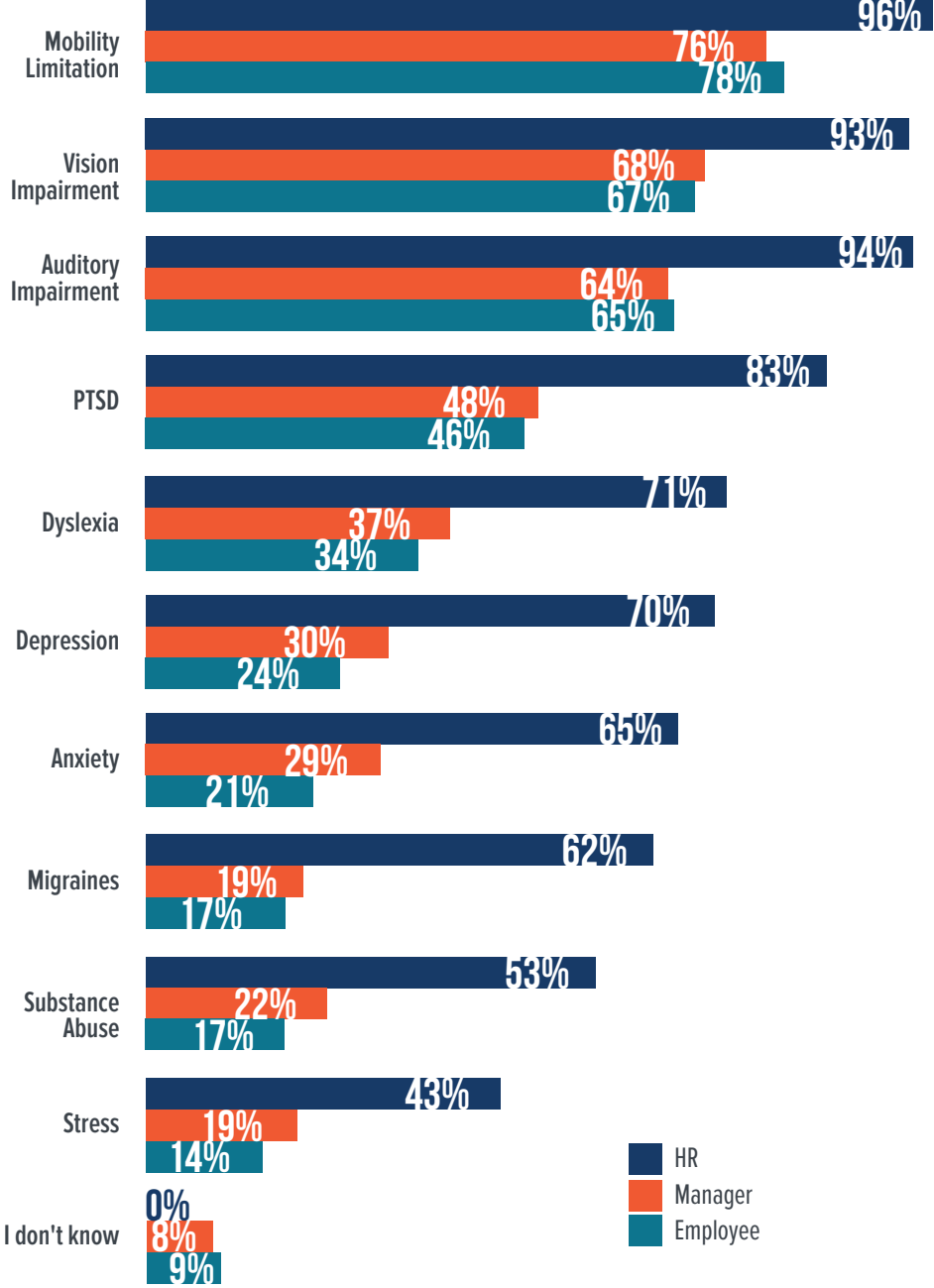
“Invisible” or “hidden” disability refers to a spectrum of disabilities or challenges that cannot be directly identified through observation. These can include cognitive, chronic health and psychological disabilities. There are thousands of illnesses, disorders, diseases, dysfunctions, congenital disabilities, impairments and injuries that can be debilitating enough to occasionally or always limit daily activities. While most people tend to recognize PTSD or dyslexia as invisible disabilities, conditions like chronic migraines, endometriosis, asthma, narcolepsy and traumatic brain injuries are often discounted as not being “real” disabilities. It is important to keep in mind that invisible disabilities can range from mild challenges to severe limitations and severity varies from person to person.

# Visible and Invisible Disabilities

When asked about which disabilities are protected conditions under the Americans with Disabilities Act (ADA), HR professionals' understanding of disability differed greatly from managers and employees (Figure 1D). Physical and visible disabilities (e.g. mobility limitations, vision impairment and auditory impairment) were largely understood as covered conditions by all respondents, but invisible disabilities including conditions like PTSD, depression, anxiety and migraines were not recognized by managers and employees as often as HR professionals. Anxiety, migraines, depression, stress and substance abuse were three times less likely to be considered a disability covered under the ADA by employees than by HR professionals. Those same invisible disabilities were over twice as likely to be reported by HR than managers. Further illustrating the divide between managers' understanding of covered conditions, almost 10% of managers reported not knowing at all what was covered under the ADA, something that 0% of HR professionals said.



Figure 1D Which disabilities are covered by the ADA?



## Application of the ADA

Although HR professionals were the most knowledgeable about what is considered a disability, many of them still struggled with defining disability and how to apply their understanding of disability and the ADA in the workplace.



*During focus groups, HR professionals shared:*

*“It gets complex for me... I think that there’s a lot of grey area in the recs on ADA for us.”*

*“If you just stay with the ADA ... that would be fairly straightforward but then we have these other things that come up that blurs the line ... needing FMLA leave to kidney dialysis or something ... **sometimes it’s clear ... but a lot of times it isn’t.**”*

*“I think it’s further defined than it used to be—people viewed it as something that you could see, right? And now, **it’s so much more complex because it ... encompasses so much more than just disabilities that are visible.**”*

*“We’ve had to kind of investigate almost and I hate to say that, but through the ADA what their definition of it is basically, anything that makes your life difficult is a disability. And I was like, ‘Wow.’ Because I had a gentleman that was claiming asthma was his disability. And at first, I was like, ‘Wait, you should—’ you know, and I had to really dig into it because it wasn’t a severe case.”*



# Attitudes and Opinions

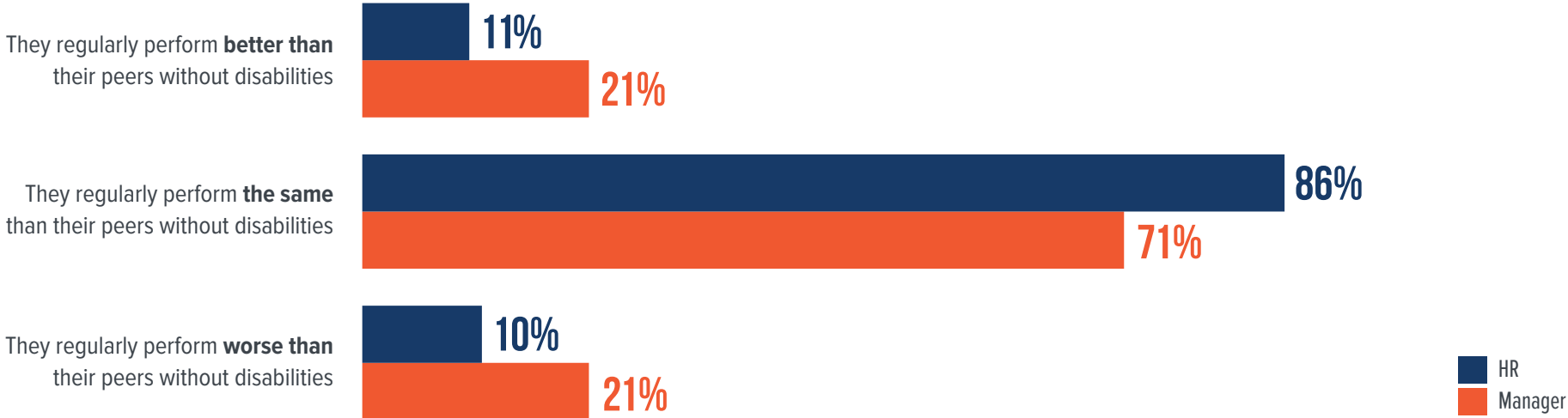
Similar to understandings of disability, employees, managers and HR professionals have varied attitudes and opinions of peers with disabilities. Employees are the most comfortable with the idea of working with or disclosing a disability, while managers indicate the greatest discomfort with working with colleagues with disabilities. Interestingly, HR professionals are the group with the greatest discomfort with disclosing their own disability at work. Organizations will be unable to overcome barriers to disability inclusion without first tackling the pervasive stigmatizing beliefs about disability, especially invisible disabilities, that currently exist within their culture.

## Opinions on Workers with Disabilities

Of HR professionals and managers that are aware of which workers have disabilities in their organization, **nearly all HR professionals (97%) and people managers (92%)** say that employees with disabilities regularly perform the same or better than their peers without disabilities.

Managers are also twice as likely as HR professionals to say that workers with disabilities perform worse than their peers without disabilities (**Figure 2A**).

Figure 2A Opinions on the performance of workers with disabilities



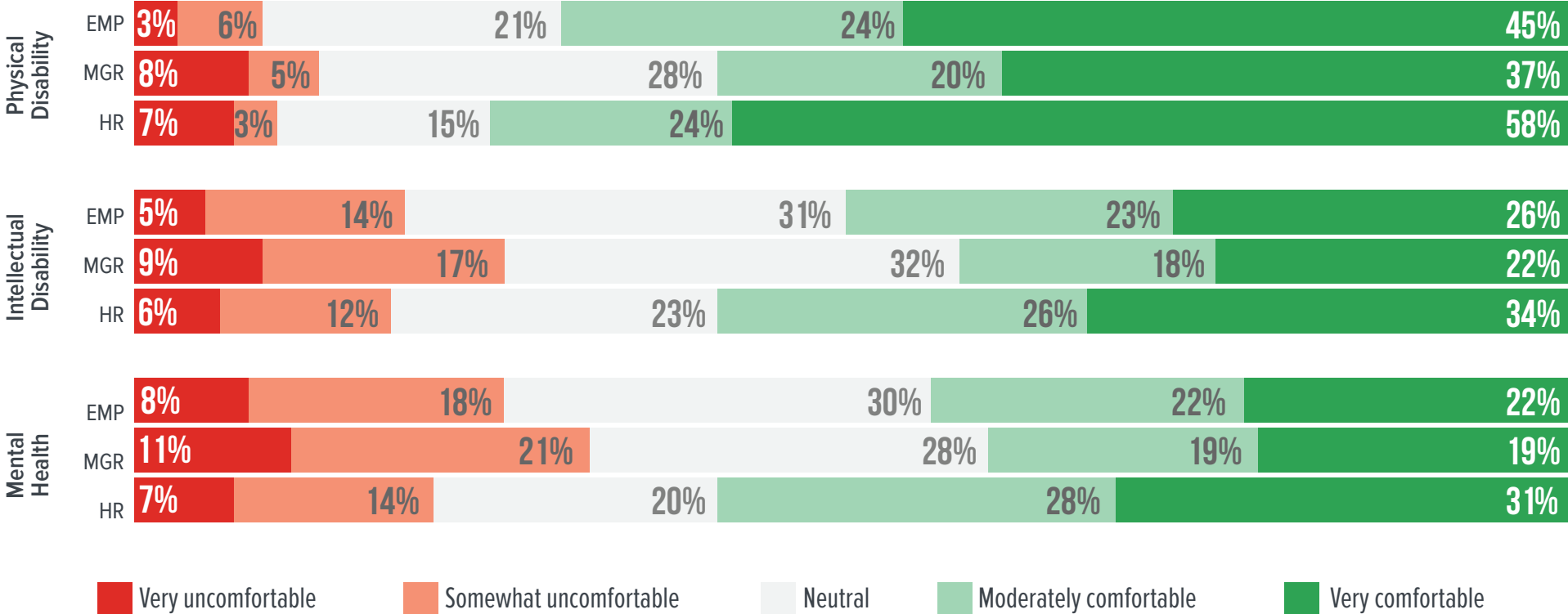
**Nearly all HR professionals and managers say that employees with disabilities regularly perform the same or better than their peers without disabilities.**



# Opinions on Working with Colleagues with Disabilities

In the focus groups, HR professionals reported that they thought managers were uncomfortable creating an environment where disabilities could be discussed because managers are concerned with procedure and liability issues. This perception on the part of HR professionals is supported in the survey data, where managers reported the greatest level of discomfort with working closely with colleagues with disabilities, especially those with intellectual and mental health disabilities (**Figure 2C**).

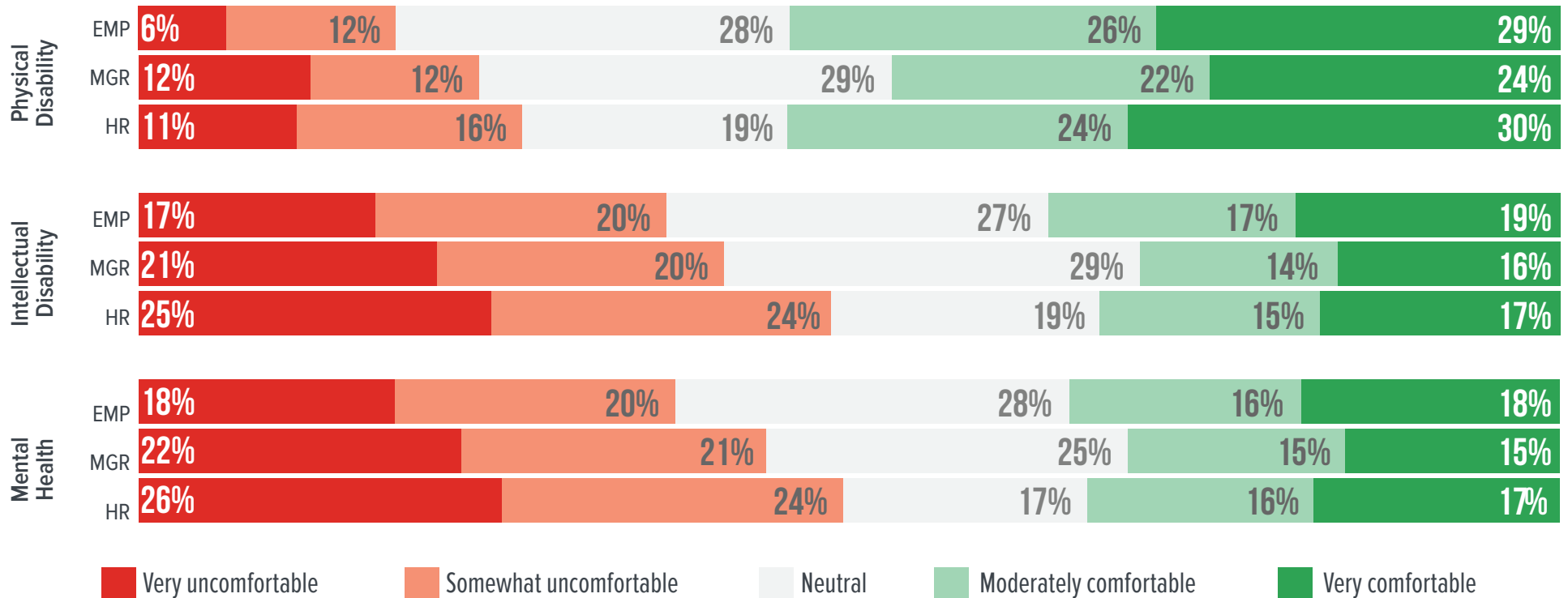
**Figure 2C** Level of discomfort working with a colleague with a disability



## Disclosing Disability at Work

HR professionals are more uncomfortable than employees and managers about disclosing a disability of any kind at work (**Figure 2D**). 50% of HR professionals said they would be very uncomfortable or somewhat uncomfortable disclosing a disability at work, compared to 43% of managers and 38% of employees. This discomfort with personal disclosure presents serious concerns for the other employees at the organization. If HR professionals, the group that is the most educated on disability, ADA compliance and accommodation procedures would be uncomfortable disclosing an invisible disability, how can employees in the rest of the organization be expected to feel comfortable?

**Figure 2D** Level of discomfort disclosing a disability at work



**Overall, people would be most comfortable disclosing a physical disability and most uncomfortable disclosing a mental health disability at work.** The stigma that forces people to hide their disabilities causes business losses in the form of absenteeism and turnover, which can cost upwards of 20% of the employees salary. Encouraging self-identification can help employees feel safe enough to ask for the help they may need.

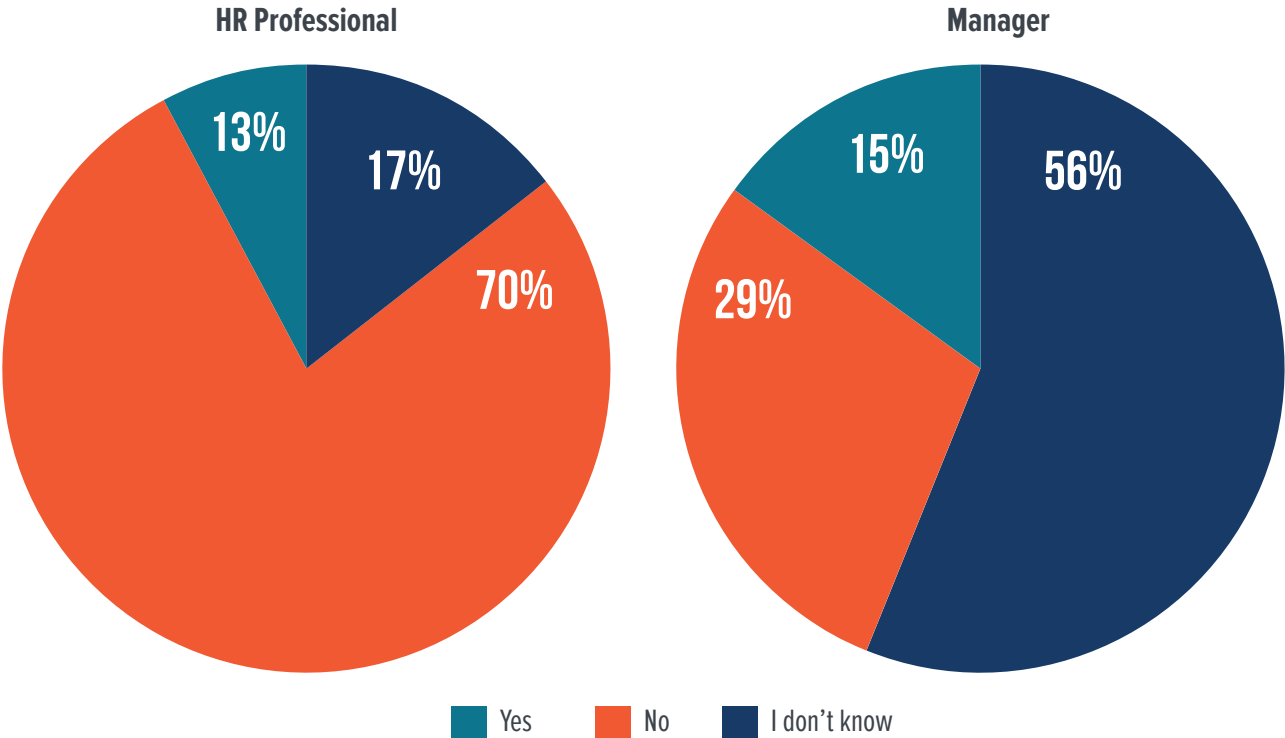
# Disability Inclusion Initiatives

Given the lack of understanding and visibility of disabilities and personal opinions on disability at work, it is unsurprising that few organizations have a disability specific inclusion initiative. Unfortunately, even in 2019, managers and HR professionals believe that the jobs they have available are not accessible to people with disabilities. Managers and HR need to overcome restrictive thinking about disability accommodations and how workers with disabilities fit into roles within their organizations and recognize workers with disabilities as an important source of talent.

## Prevalence of Initiatives

Only 13% of HR professionals reported that their organizations have disability inclusion initiatives, and 17% didn't know if their organizations had disability inclusion initiatives (Figure 3A). Nearly twice as many managers didn't know whether their organizations had disability inclusion initiatives (56%). When HR professionals and managers were asked why their organizations didn't have initiatives, respondents indicated that they felt "the nature of the work is such that it cannot be done by individuals with disabilities." (Figure 3B).

Figure 3A Investment in a disability inclusion initiative



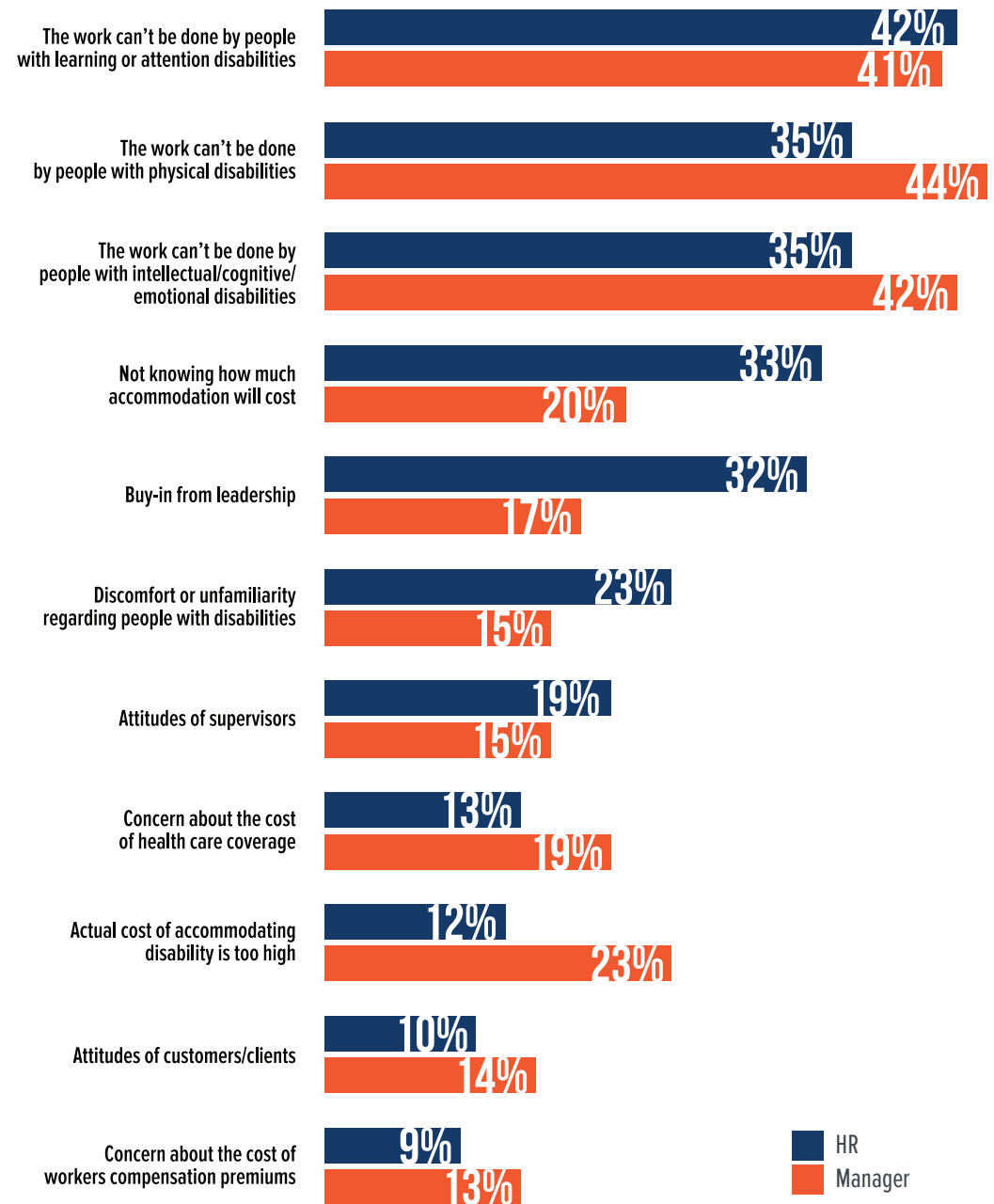
The majority of workplaces do not have disability inclusion initiatives.

## Rationale Behind Lack of Initiatives

When compared to HR professionals, managers are slightly more likely to report that physical or cognitive/emotional disabilities are incompatible with the type of work as a reason for not having disability inclusion initiatives (Figure 3B). This “the work isn’t able to be done” sentiment emerged in focus groups as well, but differed by industry—it was a more common sentiment in industries like manufacturing, construction and hospitality. Prevalence of this feeling in certain industries suggests that the potential for unconscious bias may differ by industry. Training in these industries needs to make clear that just because a person has a disability, does not mean they are unable to do the job.

Both HR professionals and managers report that they feel the work is not able to be done by workers with disabilities, but managers more frequently report this perception, suggesting both a need and an opportunity for HR to provide additional resources to help their managers better understand these issues.

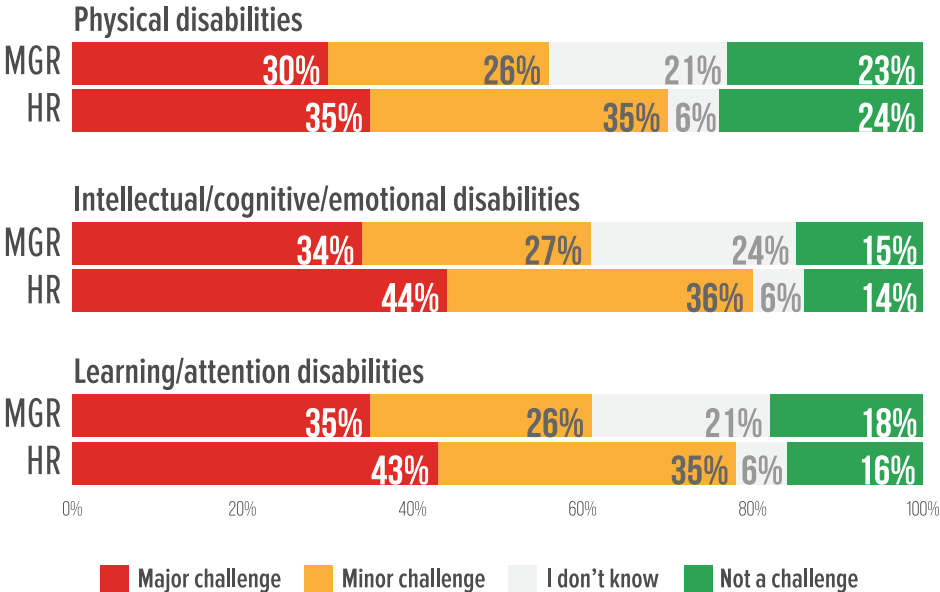
Figure 3B Reasons organizations do not invest in a disability inclusion initiative



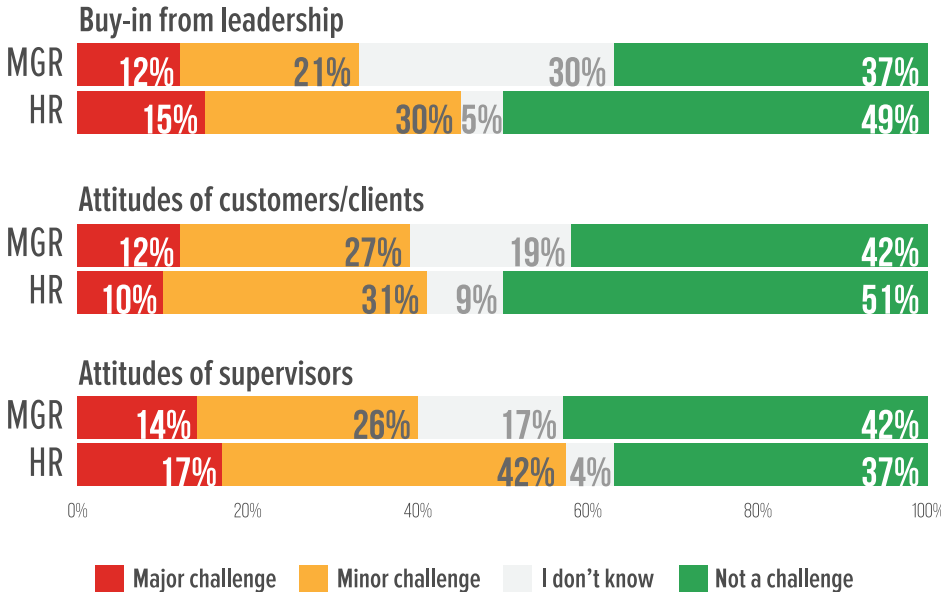
# Challenges with Recruiting, Hiring or Promoting People with Disabilities

When asked what the challenges were to recruiting, hiring and promoting people with disabilities in their organization, the responses followed almost the same trend. Overall, for both HR professionals and managers, the major challenge for organizations is the belief among HR professionals and managers that certain kinds of work are simply incompatible for someone with a disability (Figure 3C). While many people with disabilities do not require accommodations, for those employees who would benefit from accommodations there is a lack of knowledge or awareness of what accommodations are available, how they can be implemented and at what cost. This common theme is rooted in a lack of knowledge or awareness of what accommodations are, how they can be implemented and what they cost. These factors might be best addressed with better training around diversity inclusion in the workplace at all levels (HR, managers and employees).

**Figure 3C** Challenges with recruiting, hiring, or promoting, people with disabilities  
**Reason:** The work is inherently incompatible with accommodations for. . .



**Figure 3D** Challenges with recruiting, hiring, or promoting, people with disabilities  
**Reason:** Attitudes of leadership and customers



Most disability inclusion initiatives are likely to be organizationwide and include a top-down approach. As such, we might expect to see a lack of leadership buy-in as a key reason that organizations do not invest in a specific initiative. Overall, reasons related to the attitudes of leadership, customers/clients and supervisors were generally not reported to be significant challenges for organizations (Figure 3D). Rather, these attitudes may be leveraged as an advantage. Half of HR professionals report that their organization invests in a disability inclusion initiative because of buy-in from leadership. Managers are even more likely than HR professionals to report that attitudes of supervisors and discomfort with people with disabilities are drivers of investing in a disability inclusion initiative.

## Inclusivity by Industry

During the focus groups, a key theme that materialized was that some industries view the ability to be inclusive of those with disabilities differently. Focus group respondents reported that those with disabilities aren't hired in manufacturing because there are no accommodations that would allow them to do the job. This nuanced finding will help us understand how to increase disability inclusion in industries with increased biases against workers with disabilities.



*During focus groups, HR professionals shared:*

*“It is challenging, especially in manufacturing, ‘cause, you know, **you gotta try to figure out how to burn the candle at both ends, be accommodating but meet all these production demands.**”*

*“We have a plant where we have our welders and our lumber yard, etc., but most of our employees are traveling to buildings so ... they're expected to be able to climb and build tanks. **To be able to accommodate at our job site is impossible.**”*

*“Manufacturing people are probably measuring it every year on our AAPs. We're measuring it but when we can move away from using the trendy language for it I think it's gonna help to have better acceptance from leadership. We gotta find a better way of wording it ... you can talk about diversity and inclusion in the workplace but **we gotta find a way of taking it out of being like an entitlement to it's [the] right thing to do ... We're still talking about it like it's an entitlement.** Instead of talking about it like it's not an entitlement, it's just the way we are as human beings ... It's the right thing to do in our workplace. There's benefits to the employer, and we have to find a way of wording it so corporations and companies see it as a benefit to them instead of something that's that touchy-feely topic if you're going to sell it to the highest level.”*

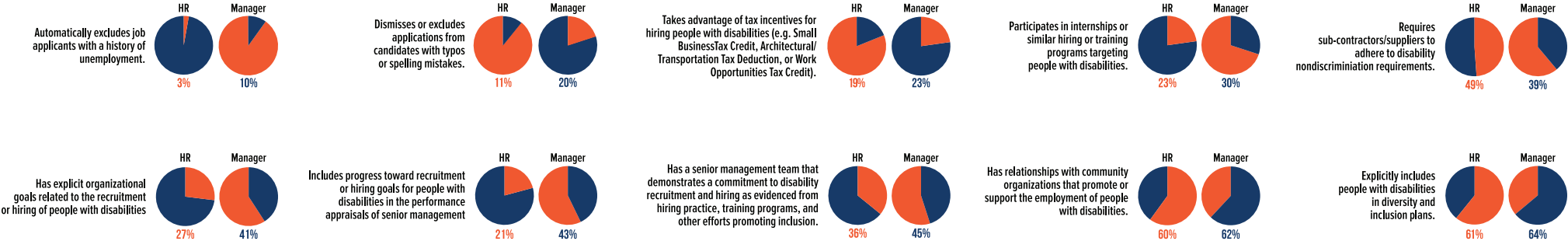


# Recruitment

As a result of the belief that disability inclusion initiatives are not needed and the lack of a nuanced understanding of disability, many organizations have been on “autopilot” when it comes to disability recruitment. Over the last 10 years, there has been little to no change in the tactics that organizations are using to recruit from this talented pool.

To recruit individuals with disabilities, HR professionals and managers report that they are already including people in disabilities in their organization’s diversity and inclusion plans, and have relationships with community organizations that promote or support the employment of people with disabilities (Figure 4A).

Figure 4A Organizational efforts to recruit people with disabilities



## Top 3 challenges to recruiting, hiring and promoting people with disabilities for managers and HR professionals:

### Managers

- 01 The nature of the work is such that it cannot be effectively performed by people with **any kind of disability**.
- 02 **Difficulty finding qualified people with disabilities.**
- 03 Not knowing how much an accommodation will cost.

### HR Professionals

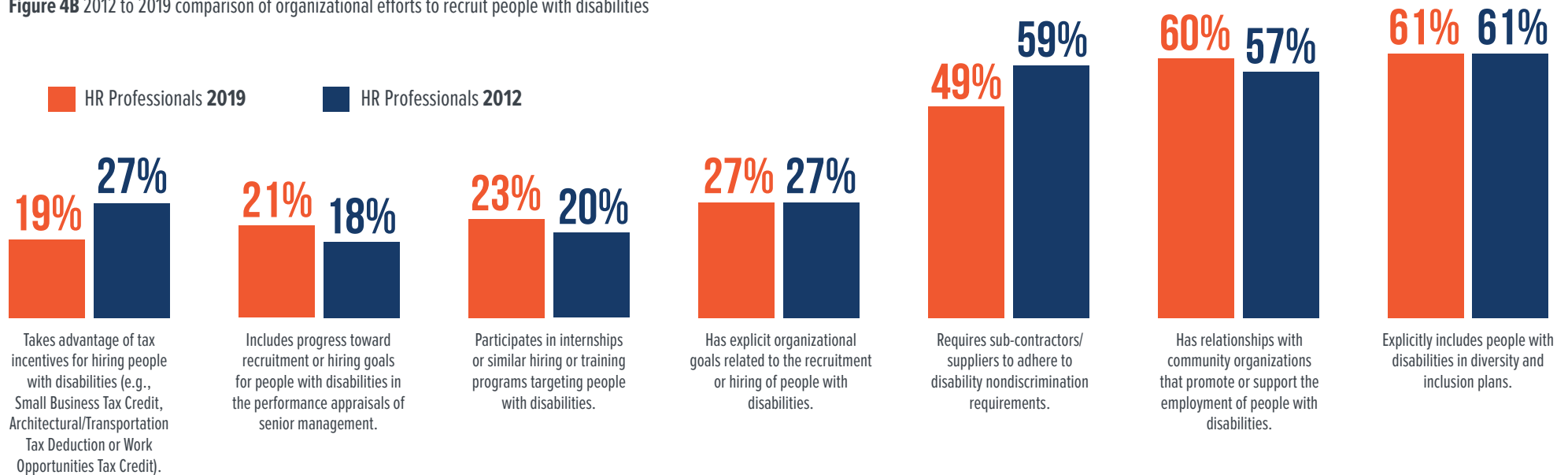
- 01 The nature of the work is such that it cannot be effectively performed by people with **all disabilities except physical**.
- 02 The actual cost of an accommodation and not knowing how much an accommodation will cost.
- 03 **Finding qualified people with disabilities.**

## Recruitment Policies and Practices

Previous research done by SHRM in 2012 indicates that very little progress has been made. In 2012, SHRM in collaboration with the Cornell University ILR School Employment and Disability Institute, conducted the first iteration of this survey about organizational practices and policies related to employing people with disabilities. Comparing this study to the previous work, there has been no change over the last seven years in the proportion of HR professionals that explicitly include people with disabilities in diversity and inclusion plans or the proportion of organizations that have relationships with community organizations that promote or support the employment of people with disabilities (Figure 4B). Also concerning, in 2019 less than 20% of organizations are taking advantage of tax incentives for hiring people with disabilities, a decrease from 2012 when 27% of HR professionals reported utilizing these programs.

In 2012, the average unemployment rate was 7.9%. Today, we face a tighter job market with a 3.9% average unemployment rate. Thus, competition among organizations is fiercer than ever, and yet the majority of organizations have done nothing new to recruit from this high-potential labor force.

Figure 4B 2012 to 2019 comparison of organizational efforts to recruit people with disabilities





## Sourcing Top Talent

HR professionals and managers report difficulty finding individuals with disabilities who can meet job requirements. In focus groups, HR professionals spoke about how finding someone for their specialized line of work was difficult enough, but that finding someone with disabilities who has adequate skills is an even greater challenge.



*During focus groups, HR professionals shared:*

*“We’re a public accounting firm so the nature of ... the type of work that we do you don’t necessarily find people that are skilled and able to do that anywhere and the odds of us going to something like a career fair that’s designed for people with disabilities, the odds of us finding someone at that career fair that is a certified public accountant, **the odds are very small.**”*

*“We’re manufacturing and 95% of our workforce is out on the manufacturing floor. It’s a dangerous environment ... We do have a labor agreement so don’t have the flexibility, we cannot hire temporary workers, they can’t work a part-time schedule so that makes it much more difficult ... for those types of positions ... to hire someone with a disability ... **It’s really difficult for us to make accommodations ... it’s manual labor, 8 hours a day, have to be able to work overtime. It’s all mandatory, it’s written into our labor agreement, it’s written in the job description.** So once you can’t do that anymore, we don’t have a place for them unfortunately.”*

*“We’ve been too understaffed in HR to be able to have enough recruiters to be able to pinpoint and comply completely with all the requirements of our affirmative action plan anyway.”*

***“We have such limited opportunities—we can only take a few people in a few of our positions** and it’s just, it’s almost like a one-off. If you’ve got somebody you think might be a match, then, you know, we’ll talk about [accommodation], but it’s hard to say it’s a real [disability inclusion] program. We have programs for drug rehab and for a felon rehab and we even have other program for, people who’ve been human trafficked, but it’s just a hard fit for us.”*

*“Right now you have to search so if you’re not personally motivated to do it you’re not gonna find it ... it isn’t an easy thing to find ... yeah we’re doing training on ADA, FMLA, work comp, that type of stuff, how to change the way our culture addresses diversity in the workplace **but actually how to recruit—I don’t know that there’s really training out there for it. I wish there was.**”*

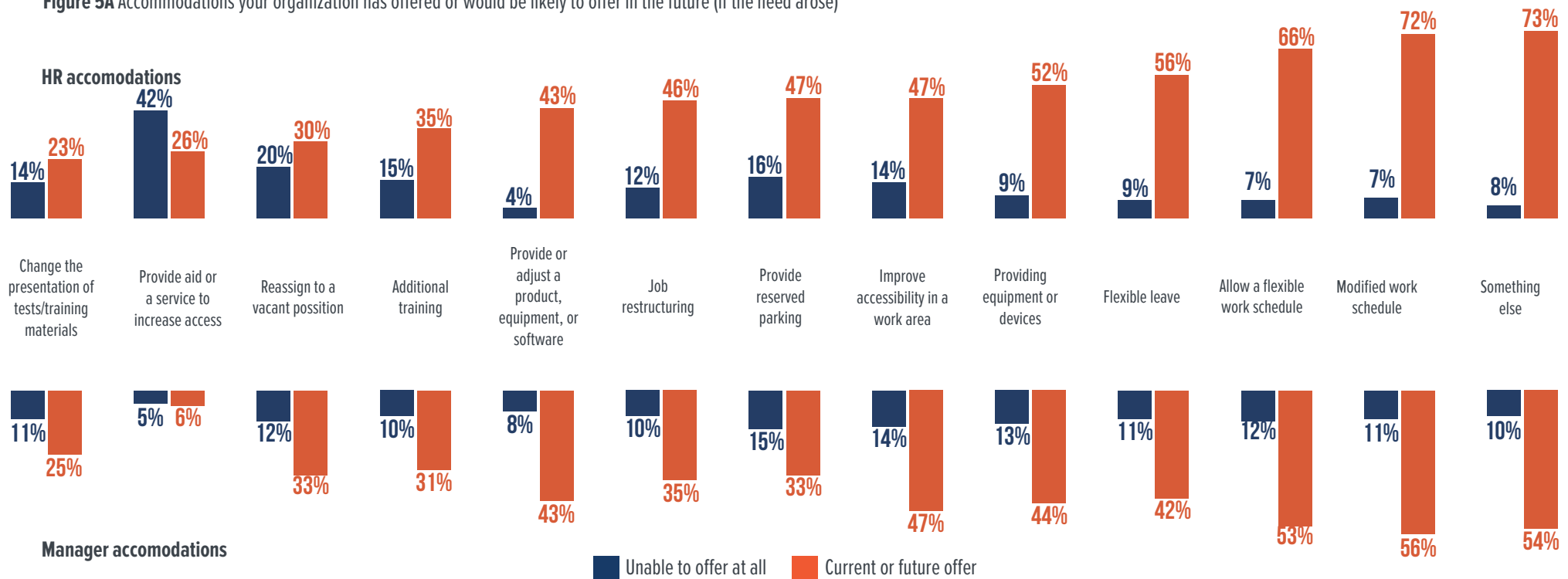
# Accessibility and Accommodation

Without a clear disability inclusion initiative or a guiding recruitment strategy, the accommodations offered to employees with disabilities tend to be either accommodations for physical disabilities or flexible working schedules. Managers and HR have a narrow understanding of the feasibility and possibilities for a variety of accommodations, for both current and future employees. HR and managers need to work hand-in-hand to think more creatively about what accommodations they are already making that they don't realize are accommodations and how new types of low-cost, low-risk, low-tech accommodations can be implemented in their workplaces right now.

## Current and Future Accommodations

Even when the right talent has been found, additional barriers can exist to full inclusion for individuals with disabilities. **Figure 5A** illustrates what HR professionals and managers say they are currently offering or have offered to employees in the past. HR professionals and managers are most likely to report that their organization is offering policy enhancements like modified and flexible work schedules, and less likely to report accessibility accommodations like providing a service or changing the format of training materials.

**Figure 5A** Accommodations your organization has offered or would be likely to offer in the future (if the need arose)

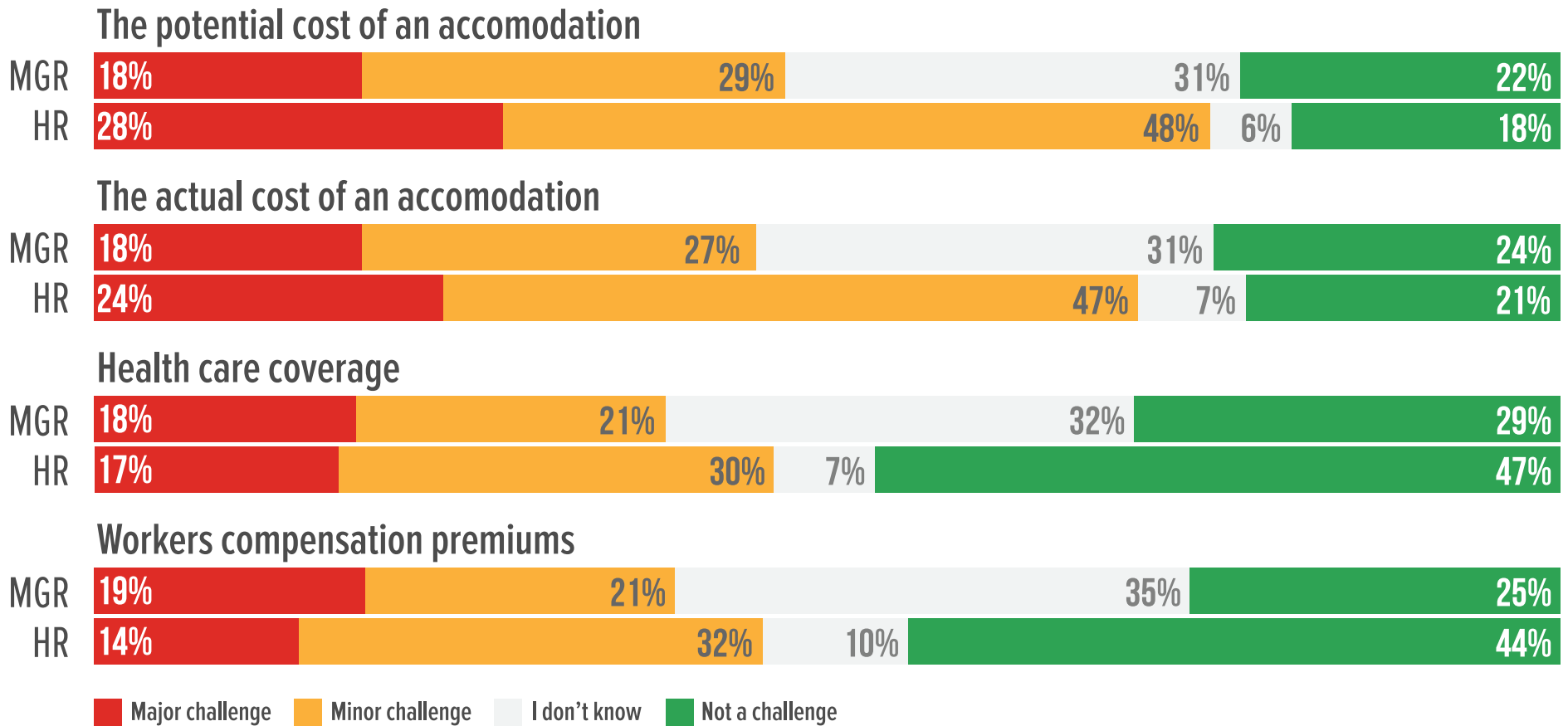


## Concerns About Cost

More than 70% of HR professionals believe the potential cost of providing an accommodation is a challenge when recruiting, hiring or promoting people with disabilities at their organization. Concerns about the potential cost of accommodations are largely a result of a lack of information, education and inexperience in implementing accommodations.

Data from the Job Accommodation Network (JAN), a service provided by the United States Department of Labor’s Office of Disability Employment Policy (ODEP), shows that **about 59% of accommodations cost nothing**. Of those that cost money, 36% were a one-time cost with the median cost being \$500. Only 3% of accommodations required an ongoing annual cost to the company.

**Figure 5B** Cost concerns with recruiting, hiring, or promoting people with disabilities



## Exploring Accommodation Options

Focus group participants echo concerns that organizations don't fully understand the possible accommodations available. HR and managers need training to think more creatively about possible accommodations for their employees with disabilities.



*During focus groups, HR professionals shared:*

*“If we’re going to be the people that are really driving the bus towards change we need to drive that bus and we’re not ... **We’re telling everybody what they should do from a standpoint of that you have to legally comply but how do we do it?**”*

*“We had informal learning through the local SHRM chapter. The programming chair brought in a nonprofit to just talk about how [people with disabilities] work in the workplace, what we as HR providers can do to accommodate them and it led to a lot of questions for them because **people never had the opportunity to ask other experts how they do that.**”*

*“Some of the challenges at least that I have is **that I’m not there in the warehouse so thinking of doing work different than how it’s done doesn’t occur to people ...** Sometimes a barrier in hiring is that we haven’t been challenged with all the different ways that’s out there ...”*



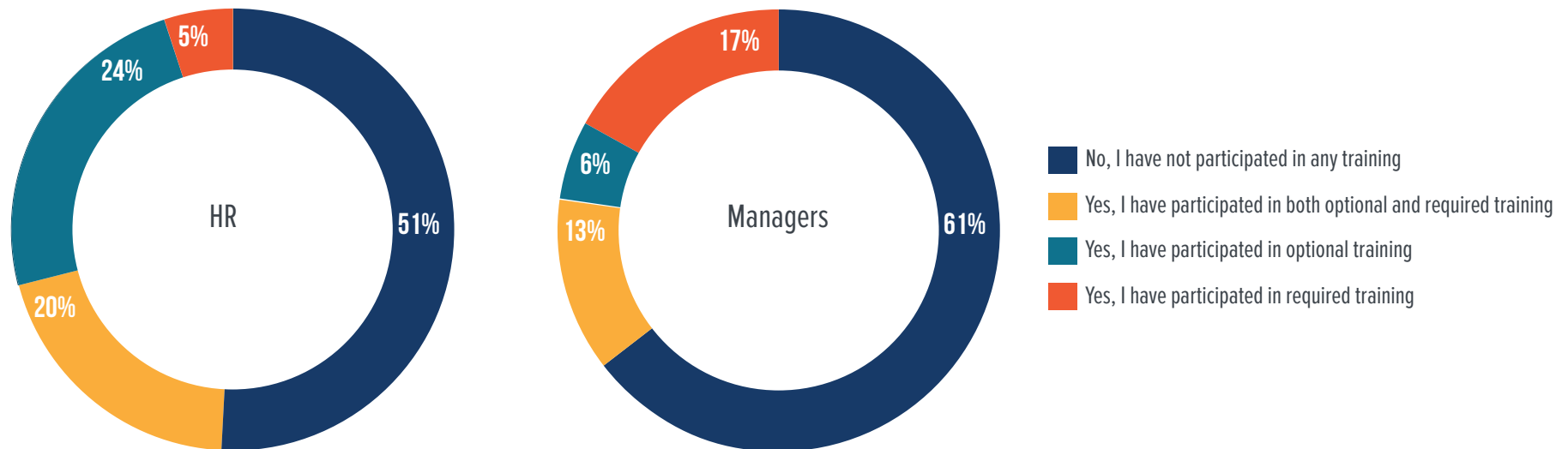
# Training and Capacity-Building

A gap exists between the training that is needed and the frequency and types of training that are offered at organizations. There is an opportunity to educate and promote inclusivity, not just via formal training but through other capacity-building methods. HR professionals should lead the charge in better educating their managers and employees about compliance matters related to disability and disability inclusion. HR also needs to create spaces within the organization where managers and employees can learn informally and build capacity around creating inclusive workplaces.

## Training for HR Professionals and Managers

Only about 30% of organizations offer disability awareness or sensitivity training to all managers and supervisors. Less than half of managers seek out this training on their own. 61% of managers and 51% of HR professionals have not participated in any disability inclusion training at all, whether optional or required (Figure 6A).

Figure 6A Participation in any formal training on hiring/promoting/working with individuals with disabilities



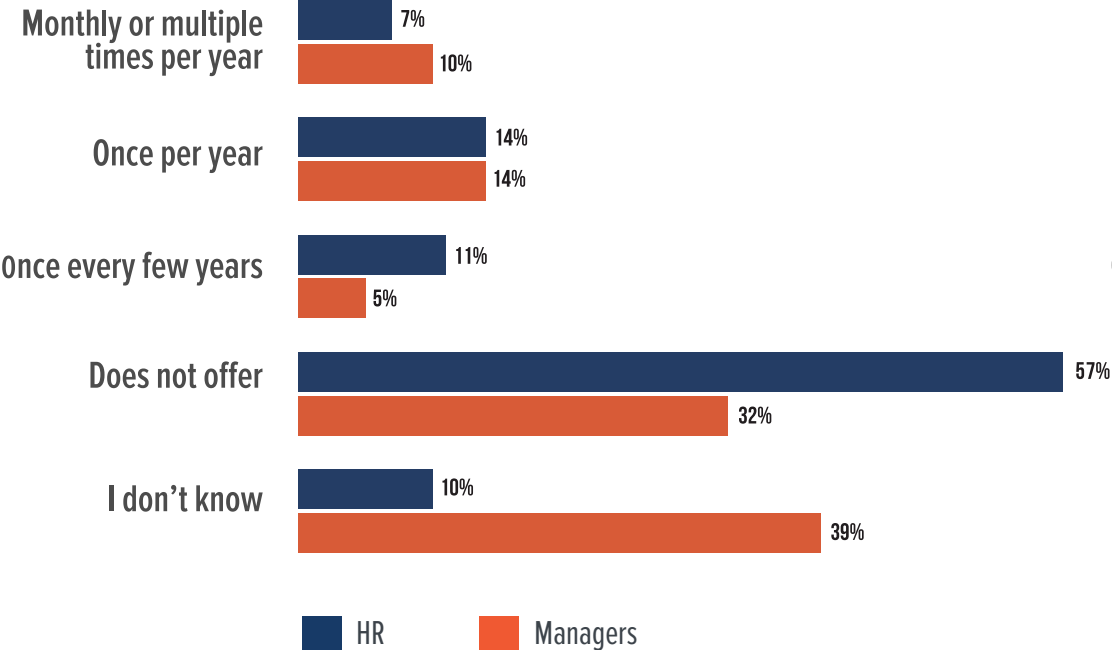
**Only around one-third of organizations offer disability awareness or sensitivity training to all managers and supervisors.**

**61% of people managers and 51% of HR professionals have not participated in any disability inclusion training at all.**

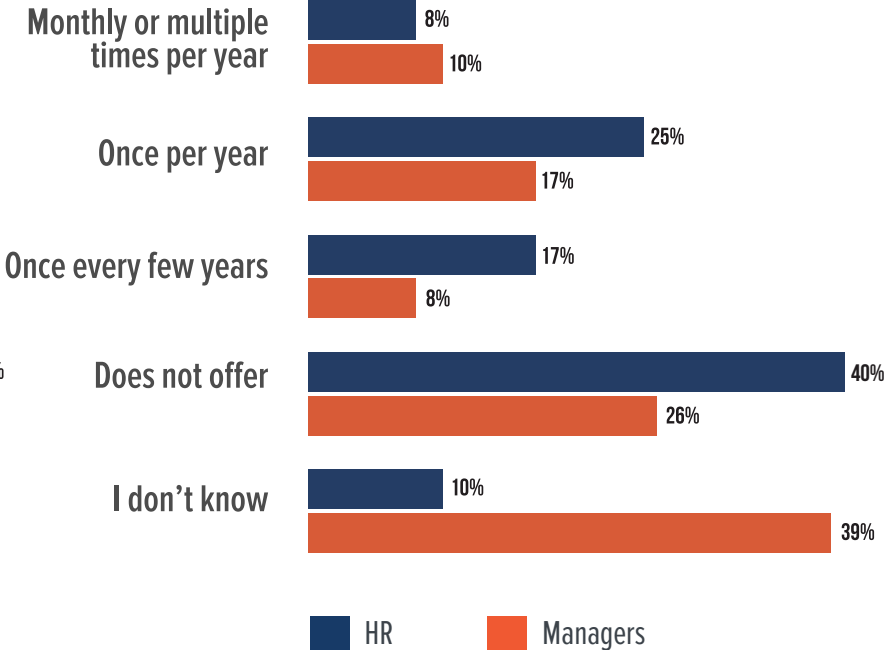
Overall, managers are less likely to participate in training and less likely to know if their organization even offers such training (Figure 6B). Over one-third of managers don't know how often compliance training on interviewing or legal requirements is offered at their organization.

Figure 6B Frequency of compliance training for hiring managers

Training on effective practices for interviewing people with disabilities



Training on legal requirements of disability non-discrimination and accommodation



## Organizationwide Training

Similar to manager training, only about 30% of organizations offer disability awareness/sensitivity training to all employees. When asked why their organization doesn't offer diversity training for all employees, there was a disconnect between managers' understanding of why disability training isn't offered to all employees and HR professionals' understanding of why the training isn't offered.

The majority of managers said that there aren't enough employees with disabilities to warrant such training (32%) and there is no required training on the topic (29%). HR professionals indicated different reasons for the lack of training—twice as many HR professionals as managers indicated that specific training on disability sensitivity was “built-in” to other standard trainings.

## Other Capacity-Building Methods

Aside from formal training, HR professionals primarily get their information on hiring, promoting and working with individuals with disabilities from government websites (60%) and professional organizations (48%), which is a reflection of their penchant for approaching disability from a regulatory perspective. Managers, on the other hand, are most likely to get information from general online searches (40%) or professional peers (32%). HR Professionals and managers were asked where they think most managers get information on training on hiring, promoting and working with individuals with disabilities and overwhelmingly they both said HR.



## Conclusion

The findings from this research spotlight the misunderstandings amongst HR professionals and managers about the capabilities of employees with disabilities and about the costs associated with supporting employees with disabilities to thrive in the workplace. Information that dispels these myths and resources that help support HR professionals and managers in developing the knowledge, skills and mindsets they need to support employees with disabilities is of paramount importance.

With more education, both formal and informal, organizations can make a difference to move the needle of inclusion in their culture. Everyone deserves to feel safe and accepted in the workplace, and HR and managers should act as role models to show their workforces that disabilities are a topic that organization should be discussing.

To this end, the SHRM Foundation, in partnership with the Workplace Initiative, will launch the Employing Abilities @Work Certificate in January 2020 to teach HR professionals and managers how to cultivate a workplace that is inclusive of all disabilities. The program will be free and open to all, and upon completion, participants will receive a print and digital certificate of their participation.

**To learn more about the Employing Abilities @Work Certificate and other programs launching in 2020, visit: [EmployingAbilities.org](https://EmployingAbilities.org)**

**With more jobs open in the U.S. than people to fill them, employers must shift practices to build inclusive, accessible workplaces that enable the employee and the organization to thrive together.**







## Methodology

The disability inclusion research was conducted in three stages from June through August 2019. The first stage included conducting focus groups with HR professionals recruited by SHRM, during the 2019 SHRM Annual Conference in Las Vegas, Nevada. Nearly 100 SHRM members participated in the focus groups.

Following the focus groups, two surveys were conducted. The first was fielded electronically to a sample of SHRM members who currently work in human resources. 45,000 SHRM members were invited to complete the survey electronically in late July through early August 2019. The survey completion rate was 4.2% and the survey margin of error is  $\pm 3.4\%$  at a 95% confidence level. The data were weighted to population benchmarks for census region, employer size and industry, based on private sector firms.

The second survey was identical to the SHRM member survey and was fielded to the AmeriSpeak panel at NORC at the University of Chicago (NORC). The AmeriSpeak Panel is NORC's probability-based panel designed to be representative of the U.S. household population. A sample of U.S. adults age 18 or older who were currently employed were selected from NORC's AmeriSpeak Panel for this study. Respondents who self-identified as managing or overseeing one or more employees were considered a "manager" for purposes of the study. The survey completion rate was 5.8% and the survey margin of error is  $\pm 3.5\%$  at a 95% confidence level among all adults. The margin of sampling error may be higher for subgroups.

The 2019 survey sent to SHRM members and the AmeriSpeak panel was a replication of a 2012 survey conducted by SHRM and the Cornell University ILR School Employment and Disability Institute.

# About the Partners



---

SHRM, the Society for Human Resource Management, creates better workplaces where employers and employees thrive together. As the voice of all things work, workers and the workplace, SHRM is the foremost expert, convener and thought leader on issues impacting today's evolving workplaces. With 300,000+ HR and business executive members in 165 countries, SHRM impacts the lives of more than 115 million workers and families globally.



---

The SHRM Foundation's mission is to mobilize the power of HR and activate the generosity of donors to lead positive social change impacting all things work. The Foundation is committed to elevating and empowering HR as a social force through its innovative solutions to workplace inclusion challenges, programming designed to inspire and empower the next generation of HR leaders and awarding scholarships and professional development grants to educate and develop students and HR professionals. The SHRM Foundation is a 501(c)(3) nonprofit affiliate of the Society for Human Resource Management.

## Workplace Initiative By Understood

---

The Workplace Initiative is a social impact program dedicated to creating workplaces where people with disabilities can thrive. Through resources, training, partnerships, and direct support, they enhance the employment readiness of people with disabilities, connect job seekers to meaningful career opportunities, and empower employers to implement disability inclusion. By inspiring companies to embrace difference and build inclusive workplaces, they advance true inclusion of people with disabilities.