

**KESSLER FOUNDATION/NOD
SURVEY OF EMPLOYMENT OF AMERICANS WITH DISABILITIES**

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Kessler Foundation/National Organization on Disability
2010 Survey of Employment of Americans with Disabilities

EXECUTIVE SUMMARY

Overview

The Kessler Foundation/National Organization on Disability 2010 Survey of Employment of Americans with Disabilities marks the third effort by Harris Interactive since 1986 to determine the current attitudes of corporate employers toward employees with disabilities. On the twentieth anniversary of the Americans with Disabilities Act (ADA) of 1990, this new research also serves to evaluate in a limited fashion, the impact of the ADA on U.S. business.

Data released in July 2010 from an earlier study sponsored by *The Kessler Foundation* and *The National Organization on Disability* found that little progress has been made in closing the employment gap between people with and without disabilities since the passage of the ADA into law¹. The *2010 Survey of Employment of Americans with Disabilities* provides additional insight into the employment environment for people with disabilities from the employer's perspective and may help to answer some questions about why such a large gap still exists.

Overall, the findings indicate that the environment for hiring people with disabilities needs a great deal of improvement. Although corporations recognize that hiring employees with disabilities is important and, for the most part, do not perceive the costs of hiring people with disabilities to be prohibitive, most are not hiring many people with disabilities and few are proactively making efforts to improve the employment environment for them.

The survey was conducted by telephone and online in April 2010 among 411 human resource managers and senior executives at companies with over 50 employees.

¹ The Kessler Foundation/NOD 2010 Survey of Americans with Disabilities found that in 2010, 21% of people with disabilities are employed full or part-time versus 59% of people without disabilities – a gap of 38 percentage points. The gap was 50 points in 1998, 49 points in 2000 and 43 points in 2004. For more information, visit: www.2010DisabilitySurveys.org

Highlights of the *2010 Survey of Employment of Americans with Disabilities* show that:

Broadly, companies are thinking about diversity and incorporating aspects of diversity hiring into their corporate policies.

- A majority (70%) of corporations have a diversity policy or program. Six in ten (59%) have a policy while a third (33%) report having a program. Just a quarter (23%) of companies have both.
- Diversity programs are comprehensive for those companies who have them. Most employers report that their diversity programs include a variety of aspects of the employment process from recruiting (95%) and hiring/integrating new hires into the company (87%) to retention (66%) and promoting (73%).
 - Two-thirds of these diversity programs include disability. After race (80%) and ethnicity (79%), disability (67%) is tied with gender as the next most common group included in diversity programs.
- One-third (33%) of companies have a person dedicated to working on diversity issues, with large companies being much more likely to employ a dedicated person (66%).
- Just over two in five (44%) companies say they are actively recruiting diverse populations. However, those who have a diversity program are much more likely to be actively recruiting diverse populations (67%) than companies with only a policy (51%) or neither (9%).
- Diversity affinity groups are largely an offering of big corporations (47% of larger companies vs. 19% total). These groups are primarily used for networking (79%), social interacting (76%) and mentoring (76%).

Disability is on the radar for some companies but not to the extent that diversity is.

- Disability policies and programs are a lot less common than diversity policies and programs. Three in ten (29%) report having a disability policy or program, with 25% having a policy and only 12% having a disability program. Just 8% of companies have both.
 - Large companies (20%) are twice as likely as small (10%) and medium (11%) companies to have a disability program. One in five (19%) companies has a specific person or department that oversees the hiring of people with disabilities.
- A similar number (18%) offer an education program to help employees learn to work with people with disabilities.
- Only 7% of companies with disability programs offer a disability affinity group.

A majority of companies have hired people with disabilities over the past three years but, overall, people with disabilities make up a small percentage of most workforces.

- Around six in ten (56%) employers have hired someone with a disability in the past three years; a quarter of companies have not and another 19% are not sure.
 - Large (74%) and medium (68%) companies are much more likely than small companies (43%) to have hired people with disabilities in the past three years. A third (34%) of companies report regularly tracking the number of people with disabilities they employ, and again, large companies are more likely to do so (45%).
- Accordingly, a large number of managers (43%) do not know what percentage of their workforce has a disability, but of those who estimated, the average was only 3%.
- Similarly, of the 56% of managers and executives who estimated what percentage of new hires in the past three years was people with disabilities, the average was 2%.

Companies with disability programs report that the programs are inclusive of all aspects of the employment process. Most employers do not perceive their program to be particularly effective but subsequent survey findings suggest otherwise.

- Disability programs are primarily concerned with creating or improving the reasonable accommodation process (81%) or offering disability awareness training (63%). Half (49%) say their disability program incorporates some form of active recruitment of people with disabilities.
- Although most corporate managers (54%) say their disability programs are only somewhat or not at all effective at recruiting, hiring and retaining people with disabilities, other survey findings suggest the programs may be more effective than they think. Companies with disability programs are significantly more likely to have hired someone with a disability in the past 3 years (68% vs. 55% with only a policy and 41% with neither).

Employers mainly use referrals to find employees with disabilities and are not using service provider agencies to their full capacity. However, results indicate that if employers better understood the benefits provided by these agencies – namely, help finding qualified candidates – companies might find them much more useful.

- The most common way companies recruit people with disabilities is through referrals (employee referrals, 70% and friends/word-of-mouth, 62%) and online job boards (58%). However, a significant number of managers also report using service provider agencies. Forty percent (and 53% of HR managers only) report using non-profit or community-based service provider agencies, while 39% (and 50% of HR managers only) say they recruit people with disabilities through state or federal providers, such as Vocational Rehabilitation.
- Only one third (34%) of employers rate the service provider agencies as effective though.
- Half (48%) of the companies who don't use service providers say they don't need the services they offer, yet the main barrier to hiring people with disabilities, after an absence of job openings (69%), is not being able to find qualified candidates with disabilities. Two-thirds (66%) say a *lack of qualified candidates* is a major or minor reason why they haven't hired more people with disabilities in the past three years and 39% say they are *not sure how to find qualified candidates*.
- Further, almost two-thirds (63%) of corporations name *assistance finding qualified candidates with disabilities* as one of the top two most helpful services offered by the agencies. Job sculpting (that is, matching job descriptions to a specific set of skills) was the second most helpful (53%).

Most companies do not report an increased cost associated with hiring a person with a disability.

- A majority of employers perceive the costs of hiring a person with a disability to be the same as hiring a person without a disability. Three in five (62%) think the costs are the same, 35% say they are more expensive and 2% perceive them to be less expensive.
- Most employers report that employees with disabilities use flexible workplace arrangements to the same extent as employees without disabilities. Approximately half (47%), say the usage is the same, 14% say employees with disabilities use them more, 4% say less, and a third (34%) are not sure.
 - Of the benefits and arrangements offered by companies, employers perceive employees with disabilities to use flextime scheduling (32%) and consultation and equipment for ergonomically designed workstations (22%) the most. A third are unsure which arrangements are used most by employees with disabilities.

Majorities also indicate that employees with disabilities have the same abilities and workplace behaviors as employees without disabilities.

- Most employers say employees with disabilities have the same ability to acquire new skills (81%), absenteeism (71%), flexibility to adapt to new situations (67%), dedication (62%), and turnover (58%) as employees without disabilities. Interestingly, one third think employees with disabilities have more dedication (35%) and less turnover (33%).

Twenty years after the passage of the ADA, the survey suggests that corporations seem largely indifferent about the impact that the ADA has had on their company. They also perceive the ADA to be relatively ineffective at equalizing employment opportunities.

- A large majority of corporations (80%) report that the ADA and other disability laws and regulations have neither helped nor hurt their company. Slightly more (10%) report that the ADA helped their company as opposed to hurt it (5%), and 5% report not being familiar with the ADA.
 - The larger a company is, the more likely they are to say the ADA has helped them (small: 4% helped somewhat or significantly; medium: 14%; large: 21%).
- Two in five (41%) say the ADA has been effective at equalizing employment opportunities for people with disabilities, while half (50%) say it has been only somewhat or not at all effective.

Taking into consideration that disability issues are defined differently than they were fifteen years ago, the survey suggests that there has been no improvement in the employment environment for people with disabilities since 1995.

- Fewer companies today have either a disability policy or program compared to 1995 (66% in 1995 down to 29% in 2010).
- One in five (19%) companies has a specific person or department that oversees the hiring of people with disabilities. This is in contrast to 1995 when 40% of companies hired someone specifically for this reason.
- A similar number (18%) offer an education program to help employees learn to work with people with disabilities, which is lower than 1995 when 63% of companies were offering such a program.
- In 1995, almost two-thirds (64% in 1995) of employers reported having hired someone with a disability in the past three years compared to 56% in 2010.

Background

The *Kessler Foundation/National Organization on Disability 2010 Survey of Employment of Americans with Disabilities* is the latest in a series of disability related studies conducted by Harris Interactive over the years concerning people with disabilities. Most of the research has concerned itself with the quality of life of people with disabilities, their employment rates, and their overall life satisfaction.

In 1986, Louis Harris and Associates conducted the first nationwide survey of corporate managers that focused primarily on issues concerning the employment of people with disabilities. That survey was conducted for the International Center for the Disabled (in cooperation with the National Council on the Handicapped and the President's Committee on Employment of the Handicapped). Then in 1995, on the fifth anniversary of the ADA, Harris conducted a survey of employers for NOD to understand how, if at all, the implementation of this law in 1990 affected U.S. business.

Now, twenty years after the passage of the ADA, the Kessler Foundation and NOD have commissioned Harris Interactive to conduct a survey that addresses current issues employers are facing in employing people with disabilities. In addition to measuring the current attitudes of corporate employers toward employees with disabilities, the survey will also measure corporate action on hiring people with disabilities. More specifically, the primary purposes of the 2010 research are to:

- ♦ Understand current corporate diversity and disability policies and programs;
- ♦ Identify what steps employers have been taking towards recruiting, training, and retaining people with disabilities, as well as the barriers they experience;
- ♦ Gauge employers' perception of the impact of the ADA; and,
- ♦ Compare employers' attitudes and workplace practices to the 1995 data.

Employers, policymakers, leaders of the disability movement, and those who work with people with disabilities are sure to find the results of this research useful as a guide in their continuing efforts to improve the rate and quality of employment of people with disabilities.

Methodological Overview

The design of the current survey is based off of the design of the 1995 survey. Interviews were conducted among 411 senior managers from a national cross-section of corporations with 50 or more employees. Further, the design required that the survey be conducted with approximately equal numbers of interviews with each of two types of managers: senior executives and human resource managers. In addition, the sample was stratified so that analysis could be done by size of the company – large, medium, and small – each constituting one-third of the overall sample. Large companies are defined as those having 10,000 or more employees, medium companies with 1,000 to 9,999, and small companies with 50 to 999 employees. In the analysis, figures for number of employees and annual revenue are weighted where necessary to bring them into line with their actual proportions in the population of companies with over 50 employees.

Interviews were conducted by telephone and online between March 29 and April 23, 2010.

The questionnaire consisted of about 40 substantive response items, including demographic questions. The average length of the telephone survey was 19 minutes and the online version was 15 minutes.

A more-detailed methodology can be found in Appendix A and the entire questionnaire and topline results can be found in Appendix B.

Notes on Reading Tables

The base on each question is the total number of respondents who answered that question. All base sizes shown in this report are unweighted, while the percentages reflect the weighting that was done to bring the sample of employers into proportion with the actual population of corporations in terms of number of employees and annual revenue. Only one executive per company responded to the survey so the data is representative of companies, not individuals.

An asterisk (*) signifies a value of less than one-half percent (<0.5%). A dash represents a value of zero. Percentages may not always add up to 100% due to computer-rounding or the acceptance of multiple answers from respondents answering a given question.

Subgroup analyses were conducted based on characteristics such as job title and number of employees. *Please refer to Exhibit A-1 and A-2 in Appendix A for the approximate sampling tolerances to use when evaluating these differences.*

Note also that, in some cases, results may be based on small sample sizes – that is, bases of fewer than 50 respondents. This may be true, for instance, when questions were asked of subgroups of respondents. These data are included in the report; however, where caution should be used in drawing any conclusions from the results due to small samples, this has been noted in the table or the text.

Public Release of Survey Findings

All Harris Interactive, Inc., surveys are designed to adhere to the code of conduct of the Council of American Survey Research Organizations (CASRO) and the code of the National Council of Public Polls (NCPP). Because data from this survey will be released to the public, any release must stipulate that the complete report is also available through the Kessler Foundation and the National Organization on Disability.

Obtaining Copies of the Report

Additional copies of this report, the *Kessler Foundation/National Organization on Disability 2010 Survey of Americans with Disabilities*, are available at no charge from www.2010DisabilitySurveys.org. The report is also accessible from the Kessler Foundation website at www.kesslerfoundation.org and the National Organization on Disability website at www.nod.org. The report includes a detailed analysis of the survey data, graphics, a discussion of the survey methodology, and the complete questionnaire, including topline data.

Project Responsibility and Acknowledgements

The Harris Interactive team responsible for the design of the questionnaire and analysis of the data included: Humphrey Taylor, Chairman of *The Harris Poll*; David Krane, Vice President; and Kaylan Orkis, Research Manager.

Harris Interactive would like to thank the Kessler Foundation and the National Organization on Disability for commissioning this research and extend special recognition to those who provided expert advice, useful contributions, and strong commitment to this project: Rodger DeRose, CEO and President (Kessler Foundation); Elaine Katz, Vice President of Grant Programs and Special Initiatives (Kessler Foundation); Carol Glazer, President (NOD); Mary Dolan, Senior Advisor and Director of Public Policy (NOD); Meg O’Connell, Consultant (NOD); Gerry Hendershot, Ph.D., Senior Advisor on Survey Research (NOD); Cori Di Biase, Director of Special Initiatives (NOD); and Basil Whiting, Senior Fellow (NOD).

Harris Interactive maintains full responsibility for the survey questions, data collection, and analysis and interpretations of the findings

CHAPTER 1: ISSUES FACING CORPORATIONS

Corporations confront many different priorities today. In order to provide some context around disability hiring policies and practices, we asked employers to assess some broad issues facing their business.

When asked about the importance of a variety of workforce issues companies may face, employing people with disabilities emerges as a lower priority. Over three-quarters (78%) say the rising costs of benefit programs is extremely or very important. Next among the issues on the list is retaining highly qualified executives and senior managers (65%) and then retaining skilled labor (62%). Just over two in five (44%) perceive the loss of institution knowledge and expertise from employees who leave, or a ‘brain drain’, as highly important. (Table 1A)

Concerning the hiring of a diverse workforce, 39% say recruiting, training, and retaining minorities is extremely or very important, 36% say this about younger workers and 19% report the same about workers with disabilities. However, taken together, employing these three groups – minorities, younger workers, and people with disabilities – is important for over half (55%) of companies. (Table 1A)

There is a difference in importance of these issues by size of company. Large companies (34%) are twice as likely as small companies (15%) to say employing people with disabilities is extremely or very important to their organization. Medium sized companies are in the middle at 21%. Employing minorities, younger workers, and people with disabilities as a whole also appears to be more important to bigger companies than smaller companies: 42% of small companies say recruiting, training, and retaining these three groups is extremely or very important compared to 66% of medium companies and 76% of large companies. (Table 1B)

Table 1A
Importance of Issues facing Companies by Title

Q705 How important do you perceive each of the following issues to be for your company?

Base: Employers (Total, n=411) (HR Mgrs, n=209) (Sr Execs, n=202)

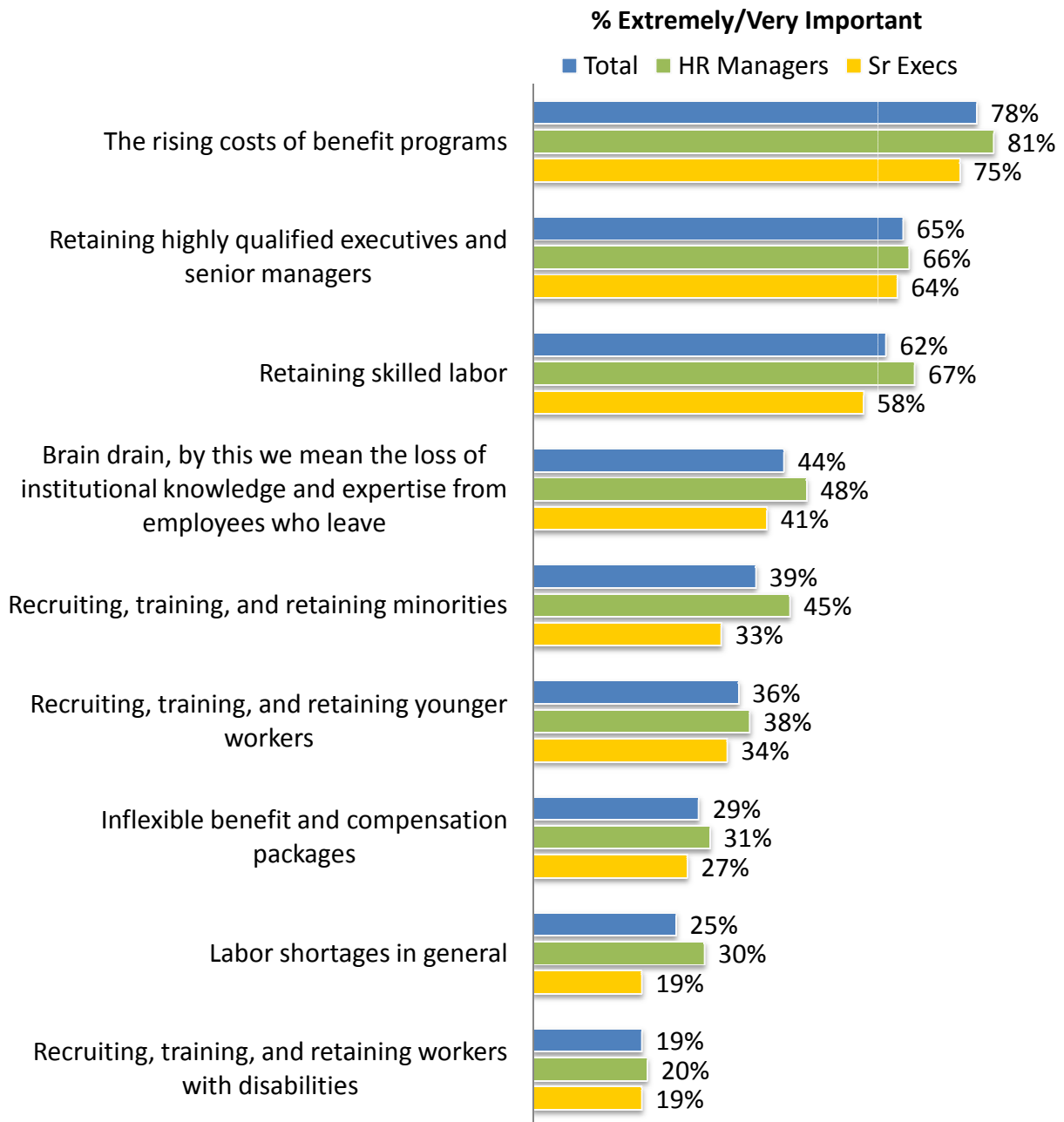
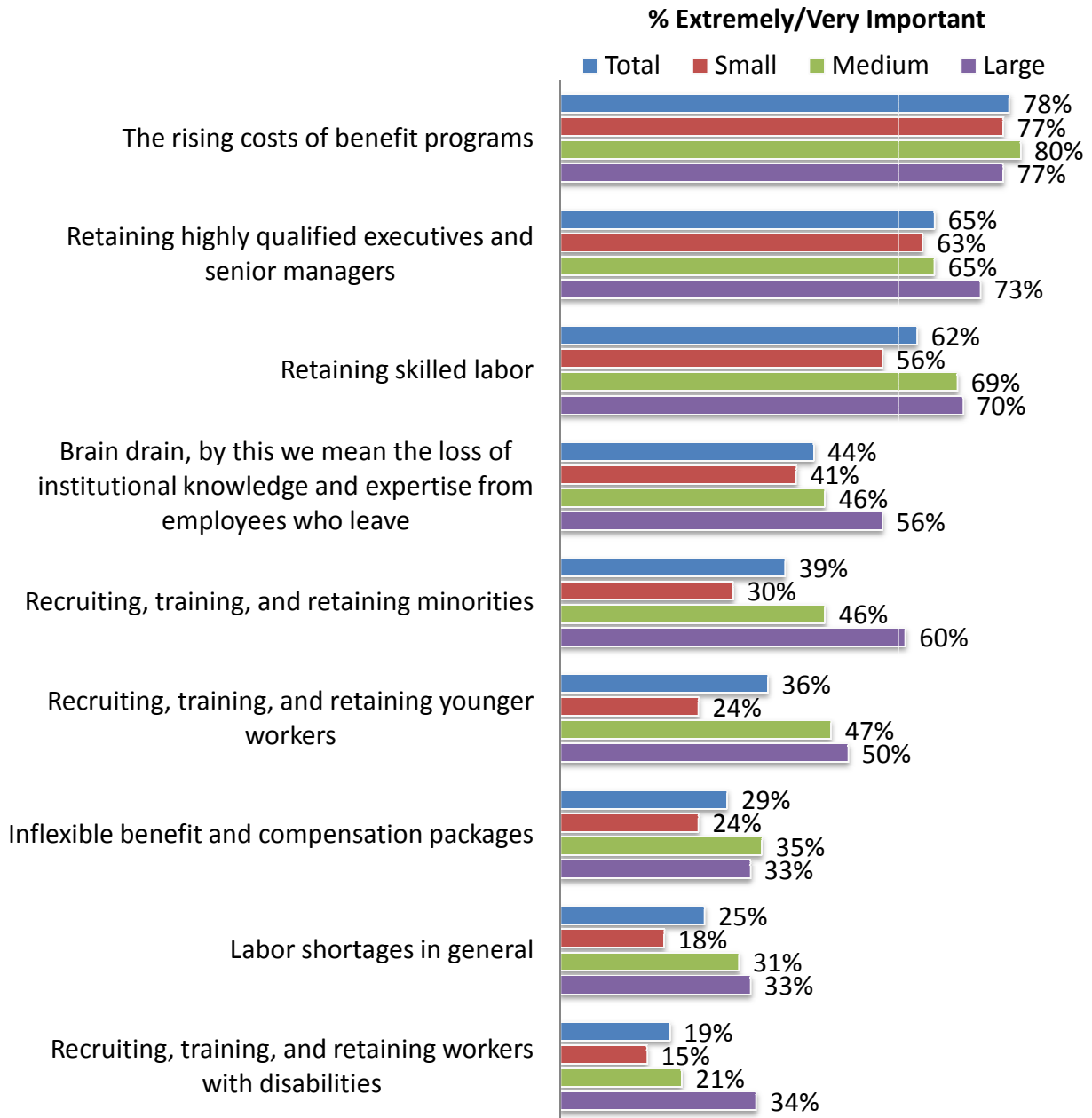


Table 1B
Importance of Issues facing Companies by Company Size

Q705 How important do you perceive each of the following issues to be for your company?

Base: Employers (Total, n=411) (Small, n=142) (Medium, n=136) (Large, n=133)



CHAPTER 2: CORPORATE DIVERSITY PRACTICES

Before assessing the *disability* hiring practices of corporations, we first explored their *diversity* hiring practices. Gaining a better understanding of how companies are thinking about diversity in the broader context will provide a clearer picture of where disability fits into corporate policies, if at all.

In order to understand whether employers think diversity ‘policies’ are different than diversity ‘programs’, we separated out the terms in the survey. Findings indicate that companies do distinguish between policies and programs. Six in ten companies (59%) report having a diversity policy but only half that number (33%) report having a diversity program. Taken together, 70% of companies with over 50 employees have at least a diversity policy or a program and 23% have both. One-quarter (25%) of companies say that they do not have a diversity policy or a program. For the most part, HR managers and senior executives report similar numbers, though senior executives are slightly more likely not to know. (Table 2A)

There are differences by company size. As might be expected, medium and large companies are more likely to have diversity policies and programs. Among the large companies, almost three-quarters (73%) have a diversity policy and slightly over half (52%) have a program. Only 11% of large companies have neither or are unsure. Two-thirds (67%) of medium companies have a policy and 41% have a program. In comparison, only half (50%) of small companies report having a policy to employ a diverse workforce and 24% have a program. (Table 2B)

To gain a better understanding of diversity programs, we probed in more detail among companies with diversity programs. Please note that the base size for this sub-group is small. *Therefore, the data we discuss for companies with diversity programs, especially among small and medium sized companies, is only directional in nature.*

The companies with diversity programs tend to have comprehensive programs that incorporate a variety of employment aspects. Recruiting and hiring (95%) are included in most

every company's diversity program. Hiring and onboarding, that is integrating new hires into the company, is included by 87% of companies, training by 76%, retention by 66%, and promoting by 73%. Again, HR managers and senior executives tend to agree on what aspects are included in their diversity program. (Table 2C)

Interestingly, diversity programs appear to be comprehensive regardless of company size. Small companies report that their diversity program includes the same aspects of the employment process as medium and large companies report. (Table 2D)

Two-thirds (67%) of employers with diversity programs include disability status in their program; this is the same number that reports including gender. Race (80%) and ethnicity (79%) are the only two groups more commonly incorporated into diversity programs. Keeping in mind that the base sizes are small, large companies tend to include a wider variety of groups or populations in their diversity programs. Three-quarters (75%) report including disability compared to 69% of medium companies and 63% of small companies. (Table 2E & 2F)

Funding for diversity programs has largely remained the same over the past year (70%) while a small portion of companies has increased funding (17%); almost no companies (2%) have decreased funding. Bigger companies are more likely to have increase funding (23% medium, 25% large) than small companies (5%). Large companies are also much more likely than smaller companies to be unsure of how the funding has changed (31% vs. 5% small and 7% medium). (Table 2G & 2H)

In addition to allocating resources to a diversity program, some companies are dedicating a specific employee to focus on diversity issues. One-third (33%) of companies report employing a person dedicated to working on diversity issues. Interestingly, HR managers (68%) are more likely than senior executives (55%) to report that they do not employ such a person, though the difference may be because senior executives are more likely not to know (9% vs. 1% of HR managers). Regarding differences by company size, large companies (66%) are three times more likely than small companies (21%) to employ someone dedicated to working on diversity

issues. Similarly, medium-sized companies (41%) are twice as likely as small companies to hire someone with this responsibility. (Table 2I & 2J)

Diversity training (51%) is the most common thing companies are offering to employ a more diverse workforce. Less than half (44%) report actively recruiting diverse populations, a third (32%) say they are offering activities to make their company more inclusive, and one in five (19%) companies are offering affinity or networking groups. It is worth noting that a quarter (24%) of companies report that they are not doing anything to employ a more diverse workforce. Medium and large companies are more likely to be taking these actions than small companies. In fact, almost half (47%) of large companies and a quarter (25%) of medium companies are offering affinity groups compared to only 10% of small companies. Companies with either a diversity policy or program are also much more likely to be undertaking these various actions. For example, 59% of companies with a policy or program are actively recruiting diverse populations compared to only 9% of companies who have neither a policy nor program. Further, one quarter (24%) of companies with a diversity policy or program offer a diversity affinity group compared to only 7% without a policy or program. (Table 2K & 2L)

According to HR managers and senior executives at the companies offering affinity groups, the groups are used for professional networking (79%), social interaction (76%), mentoring (76%), professional development (72%), and employee training and education (68%). Interestingly, this is an area where we see a divergence in answers depending on who is answering. HR managers are more likely to report that the affinity groups are engaging in the various activities, especially concerning networking (92% vs. 69% of senior executives) and social interaction (89% vs. 67% of senior executives). Senior managers at large corporations, which are more likely to have affinity groups, report that professional networking is the primary activity of their diversity affinity groups. (Table 2M & 2N)

Table 2A
Diversity Policy or Program by Title

Q710 Does your company have a policy or program for employing a diverse workforce?

Base: Employers (Total, n=411) (HR Mgrs, n=209) (Sr Execs, n=202)

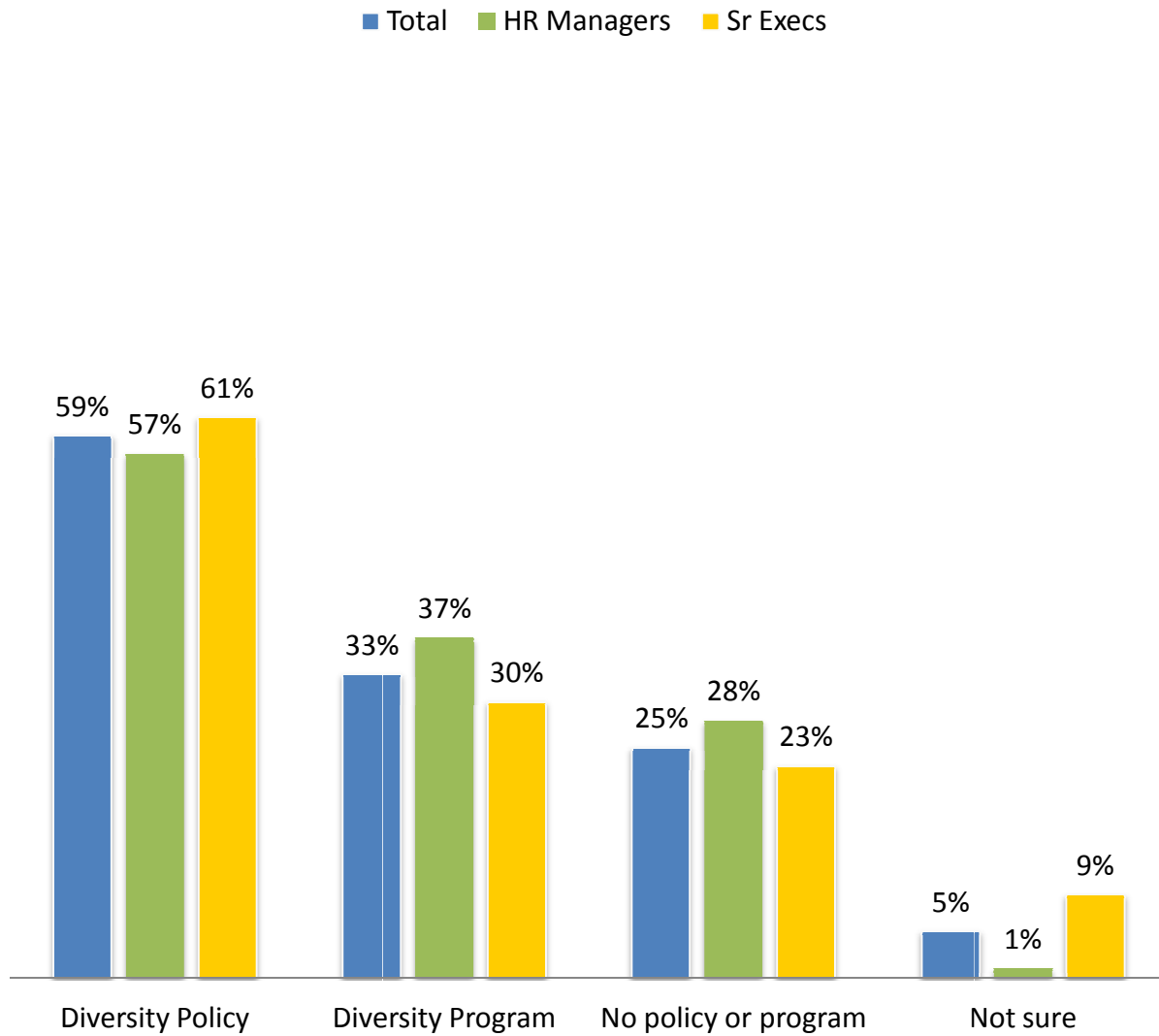


Table 2B
Diversity Policy or Program by Company Size

Q710 Does your company have a policy or program for employing a diverse workforce?

Base: Employers (Total, n=411) (Small, n=142) (Medium, n=136) (Large, n=133)

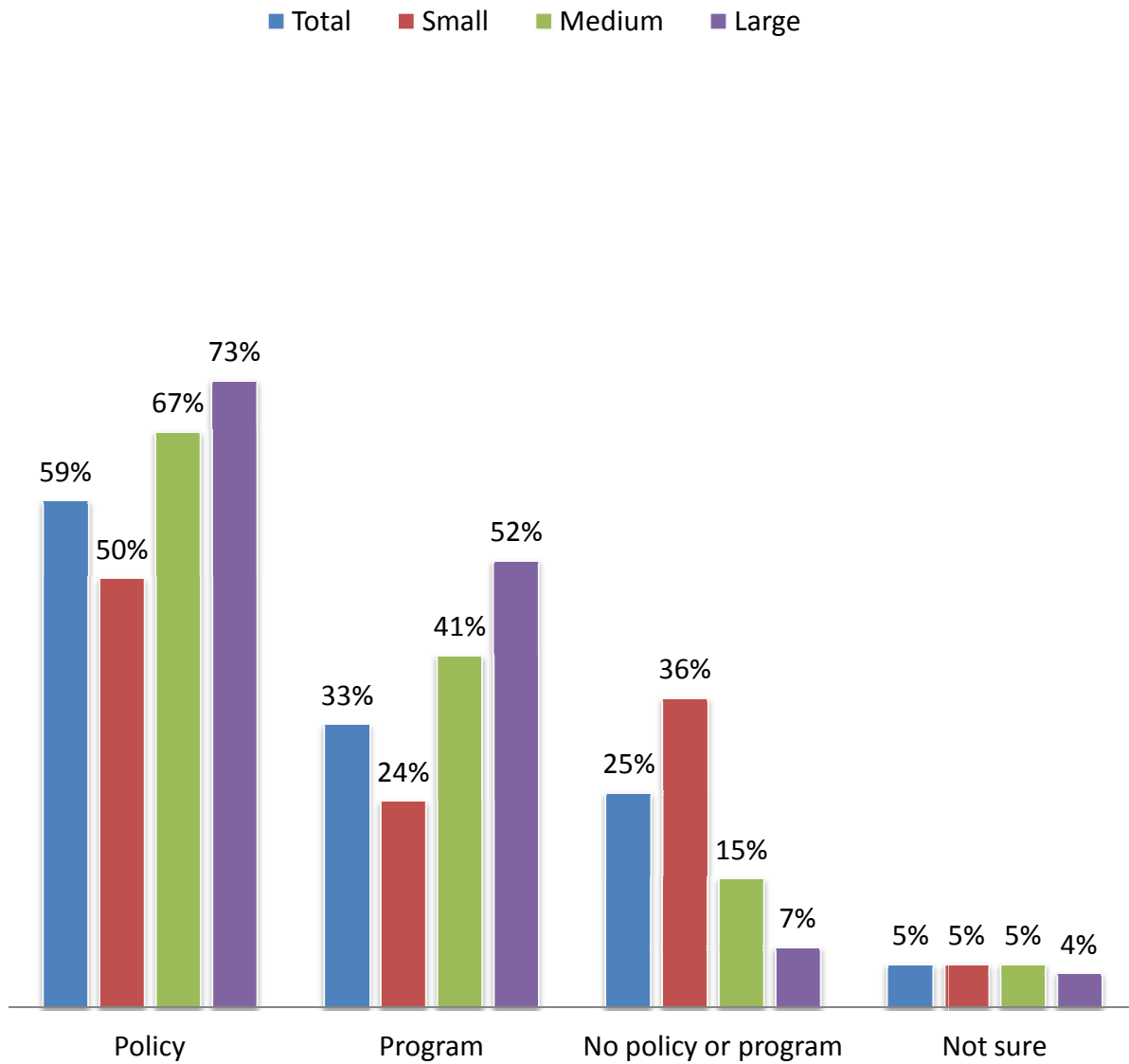


Table 2C
Elements of Diversity Program by Title

Q715 Does your company have a policy or program for employing a diverse workforce?

Base: Have diversity program (Total, n=162) (HR Mgrs, n=91) (Sr Exec, n=71)

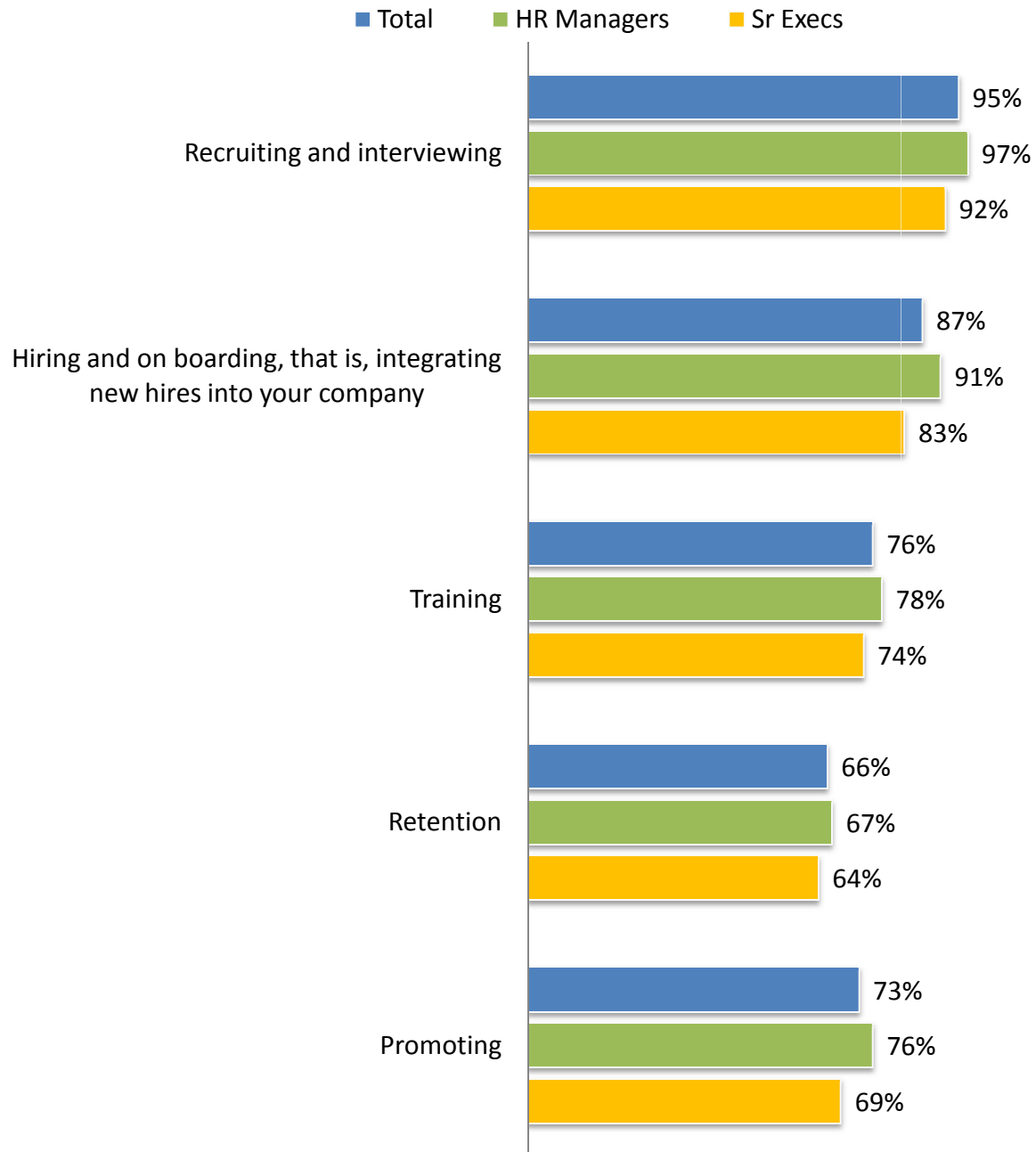
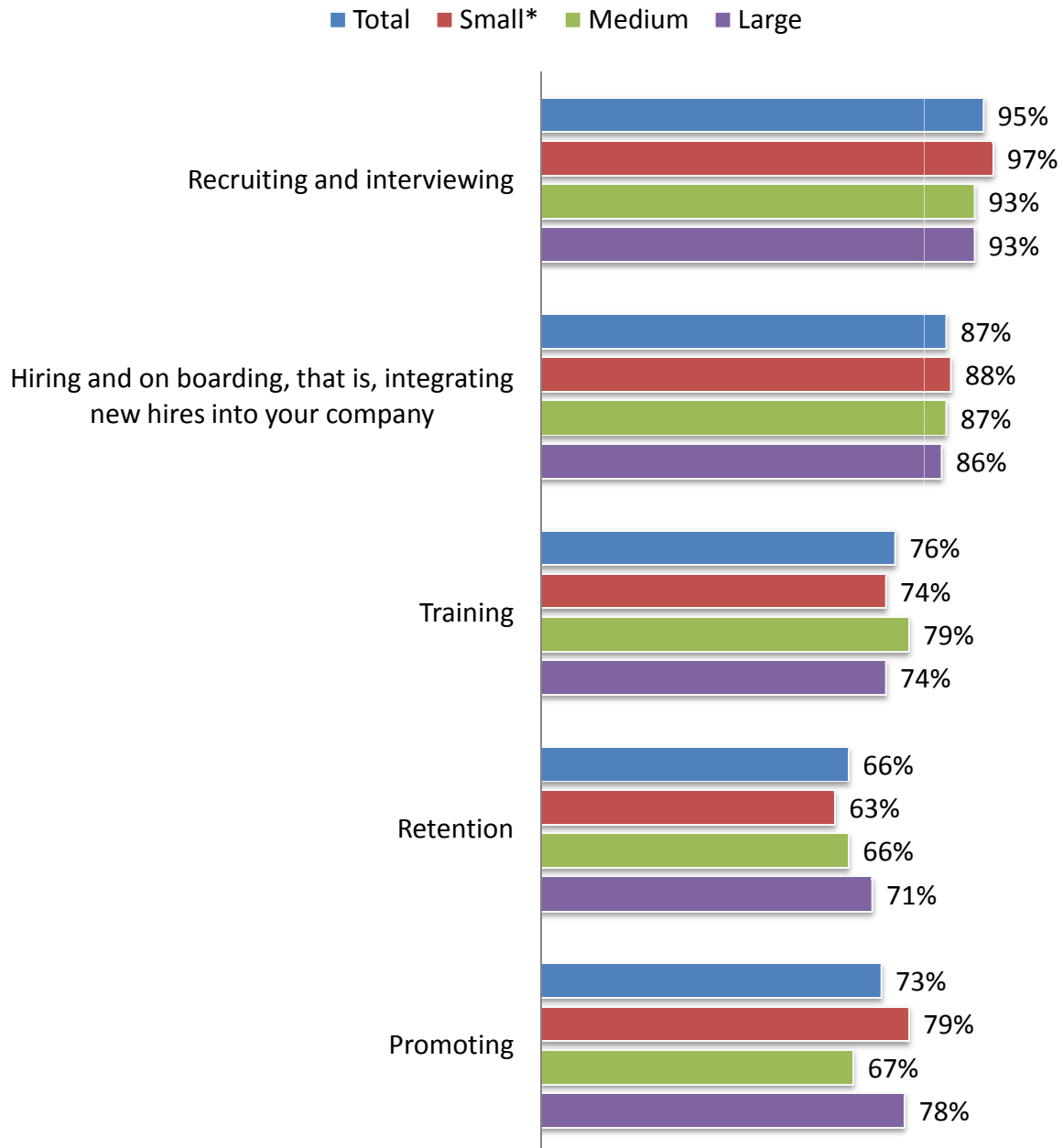


Table 2D
Elements of Diversity Program by Company Size

Q715 Does your company have a policy or program for employing a diverse workforce?

Base: Have diversity program (Total, n=162) (Small, n=36) (Medium, n=56) (Large, n=70)



*Note: Small base size

Table 2E
Diversity Program Categories by Title

Q720 Which of the following are included in your diversity program? Please select all that apply.

Base: Have diversity program (Total, n=162) (HR Mgrs, n=91) (Sr Exec, n=71)

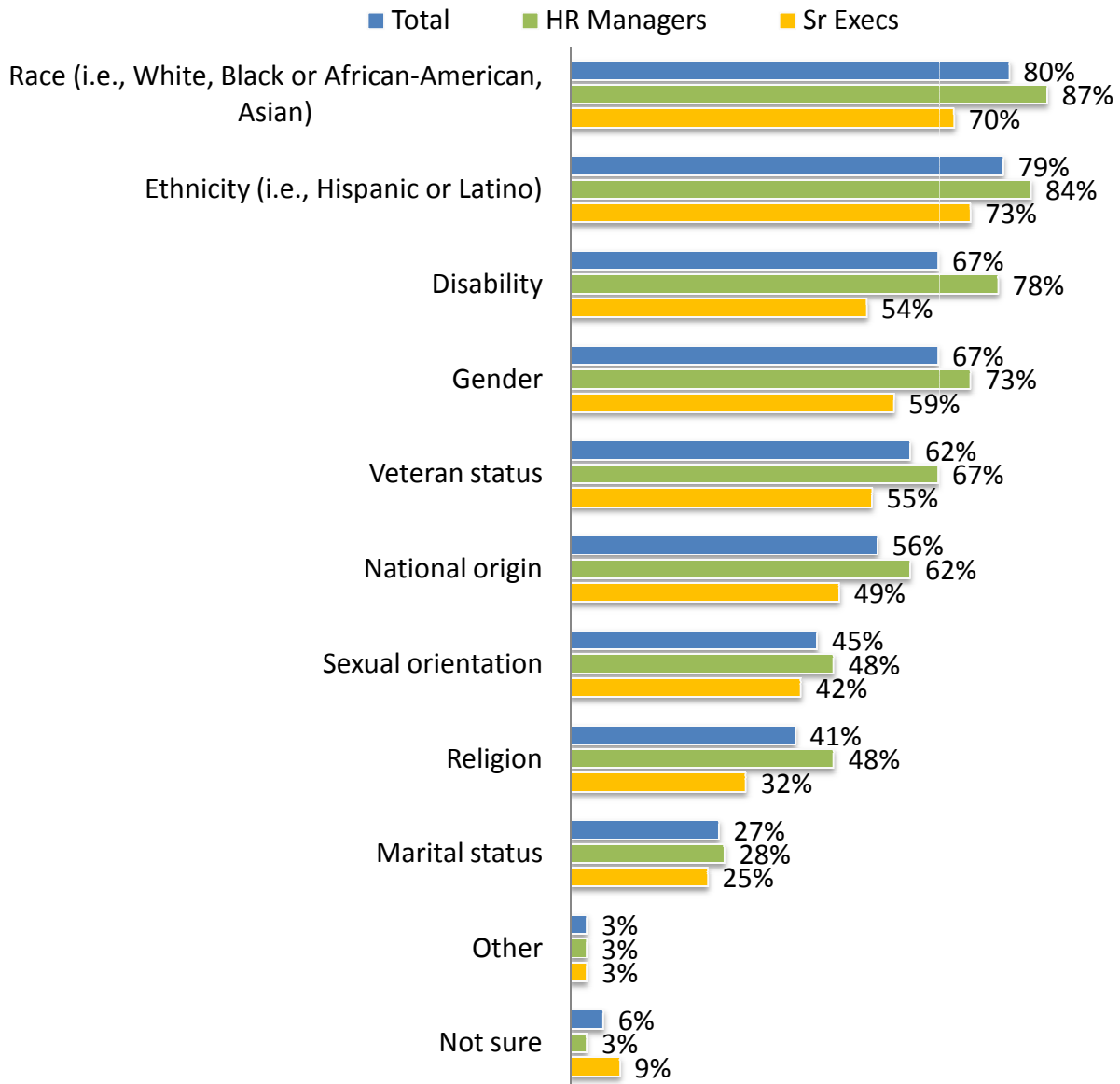
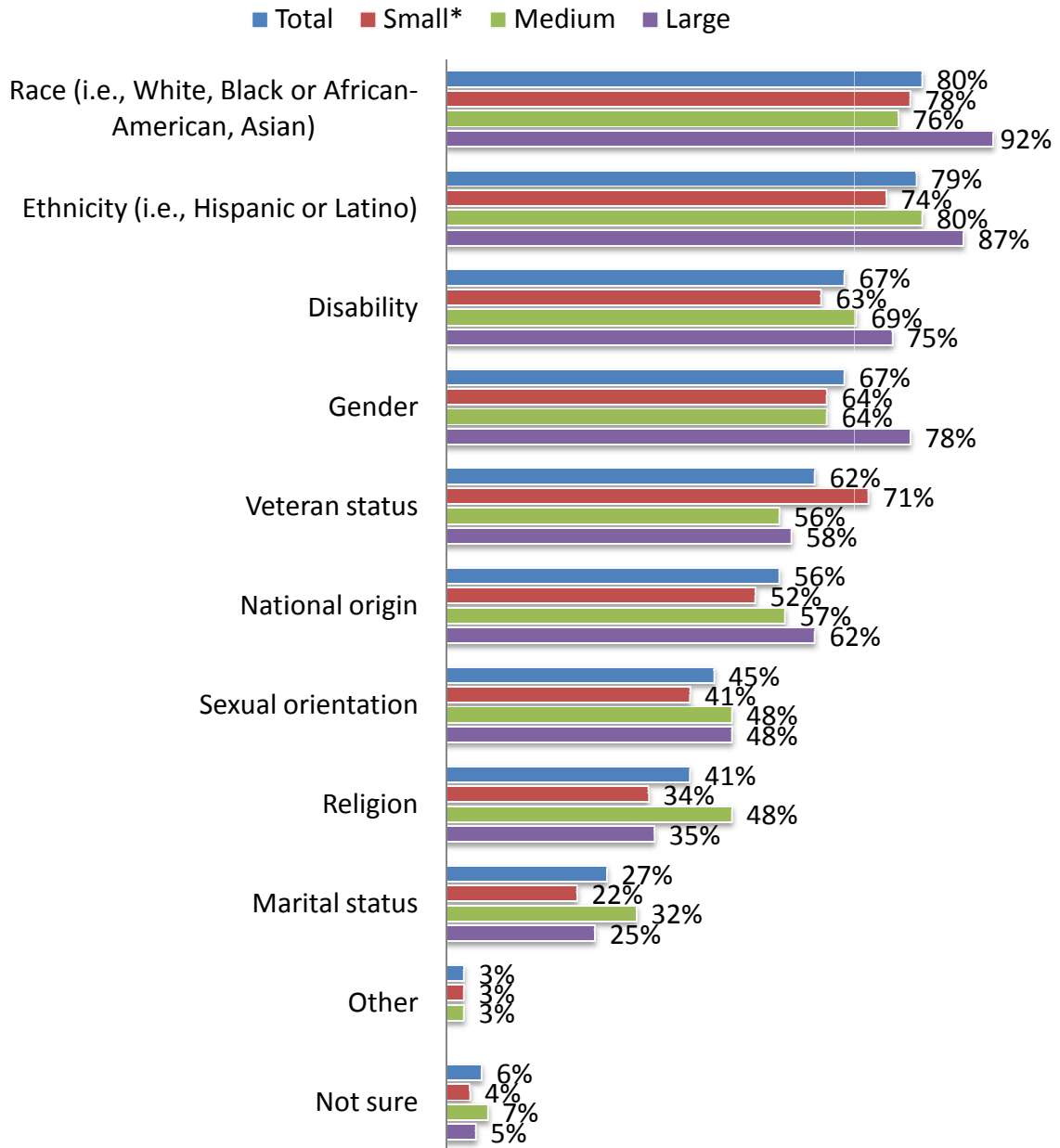


Table 2F
Diversity Program Categories by Company Size

Q720 Which of the following are included in your diversity program? Please select all that apply.

Base: Have diversity program (Total, n=162) (Small, n=36) (Medium, n=56) (Large, n=70)



*Note: Small base size

Table 2G
Funding for Diversity Program by Title

Q730 In the past year, how has your company changed the funding for its diversity program?

Base: Have diversity program (Total, n=162) (HR Mgrs, n=91) (Sr Execs, n=71)

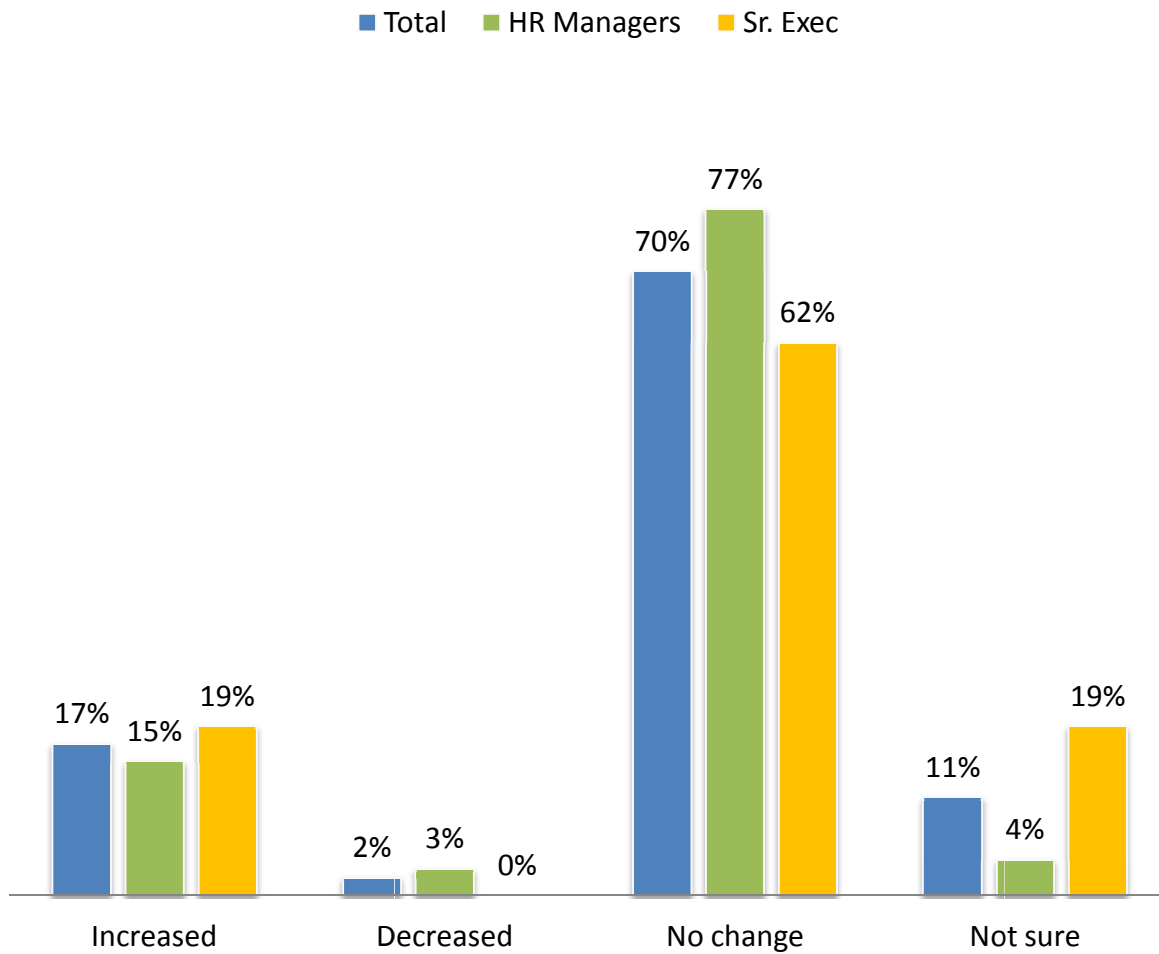
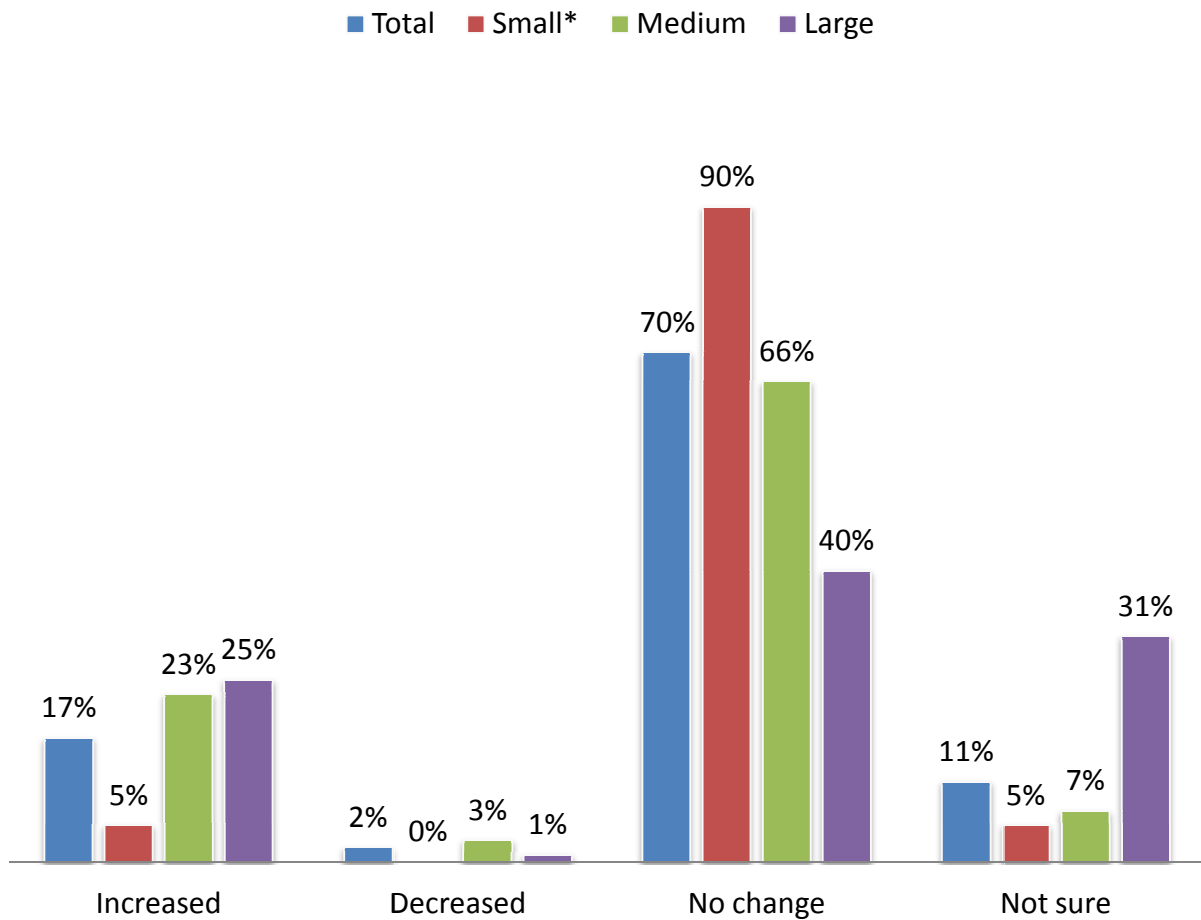


Table 2H
Funding for Diversity Program by Company Size

Q730 In the past year, how has your company changed the funding for its diversity program?

Base: Have diversity program (Total, n=162) (Small, n=36) (Medium, n=56) (Large, n=70)



*Note: Small base size

Table 2I
Person Dedicated to Diversity Issues by Title

Q725 Within your company, is there a person dedicated to working on diversity issues?

Base: Employers (Total, n=411) (HR Mgrs, n=209) (Sr Execs, n=202)

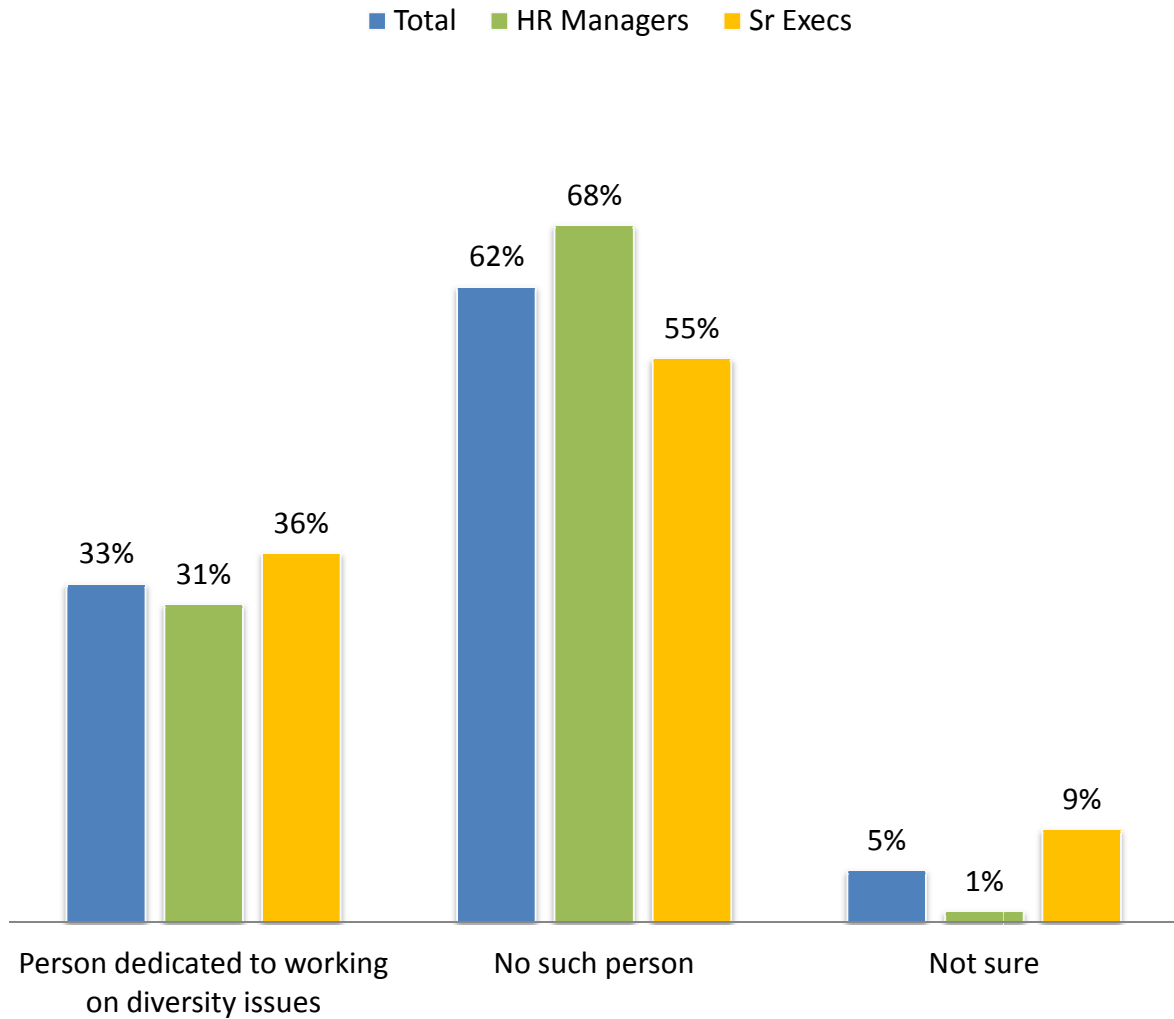


Table 2J
Person Dedicated to Diversity Issues by Company Size

Q725 Within your company, is there a person dedicated to working on diversity issues?

Base: Employers (Total, n=411) (Small, n=142) (Medium, n=136) (Large, n=133)

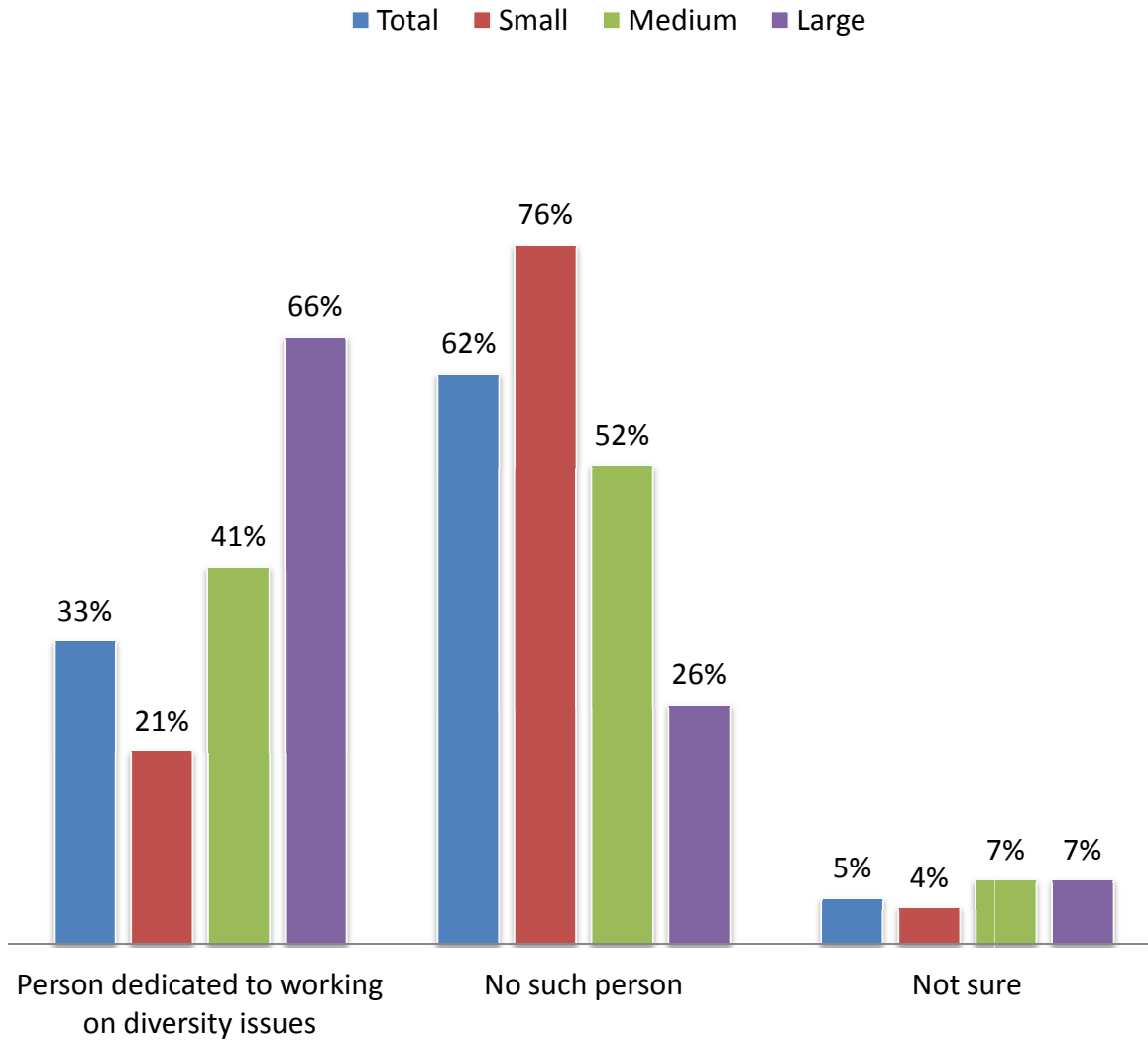


Table 2K
Employing a Diverse Workforce by Title

Q735 Which of the following, if any, is your company currently doing to employ a more diverse workforce? Please select all that apply.

Base: Employers (Total, n=411) (HR Mgrs, n=209) (Sr Execs, n=202)

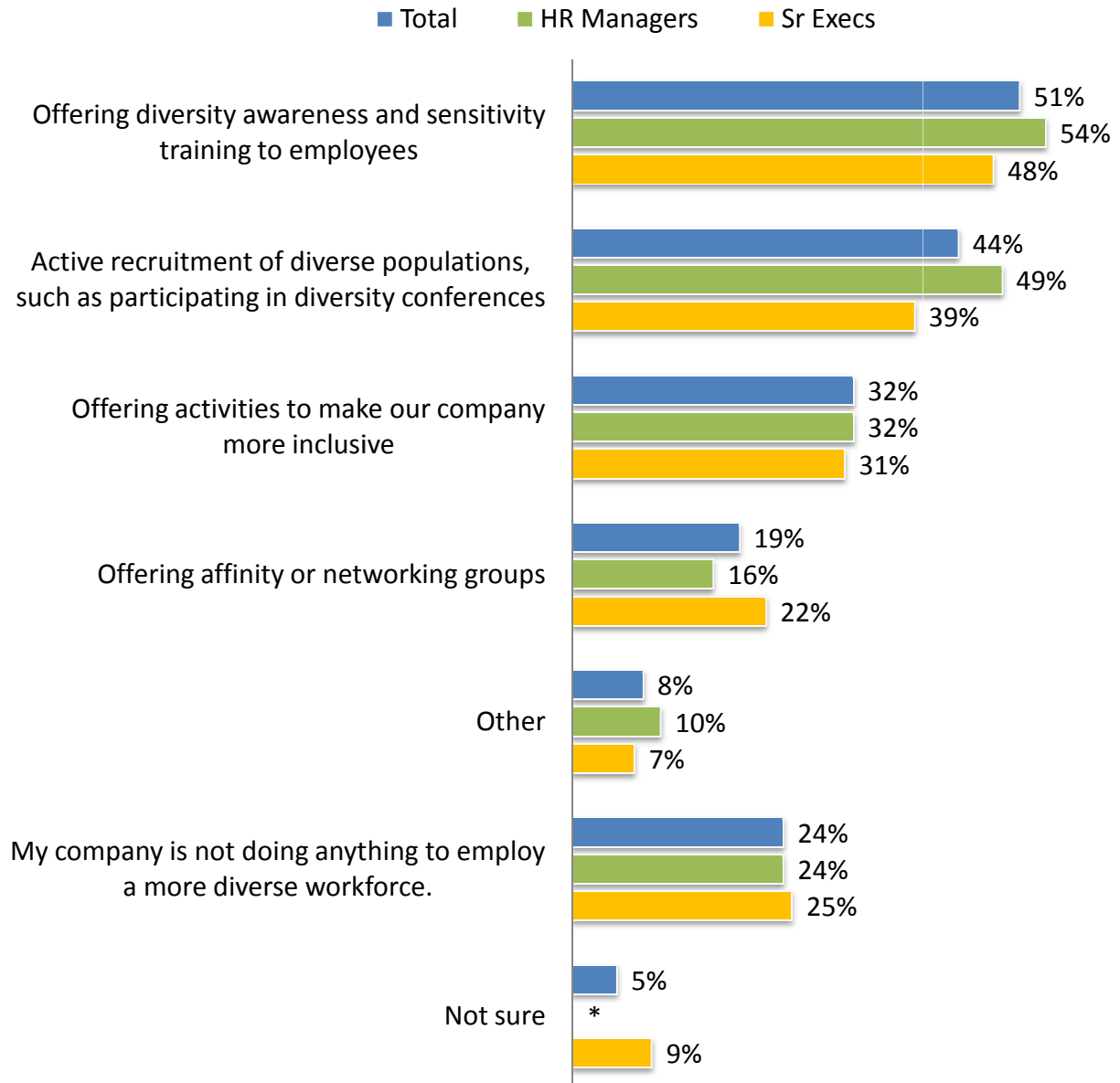


Table 2L
Employing a Diverse Workforce by Company Size

Q735 Which of the following, if any, is your company currently doing to employ a more diverse workforce? Please select all that apply.

Base: Employers (Total, n=411) (Small, n=142) (Medium, n=136) (Large, n=133)

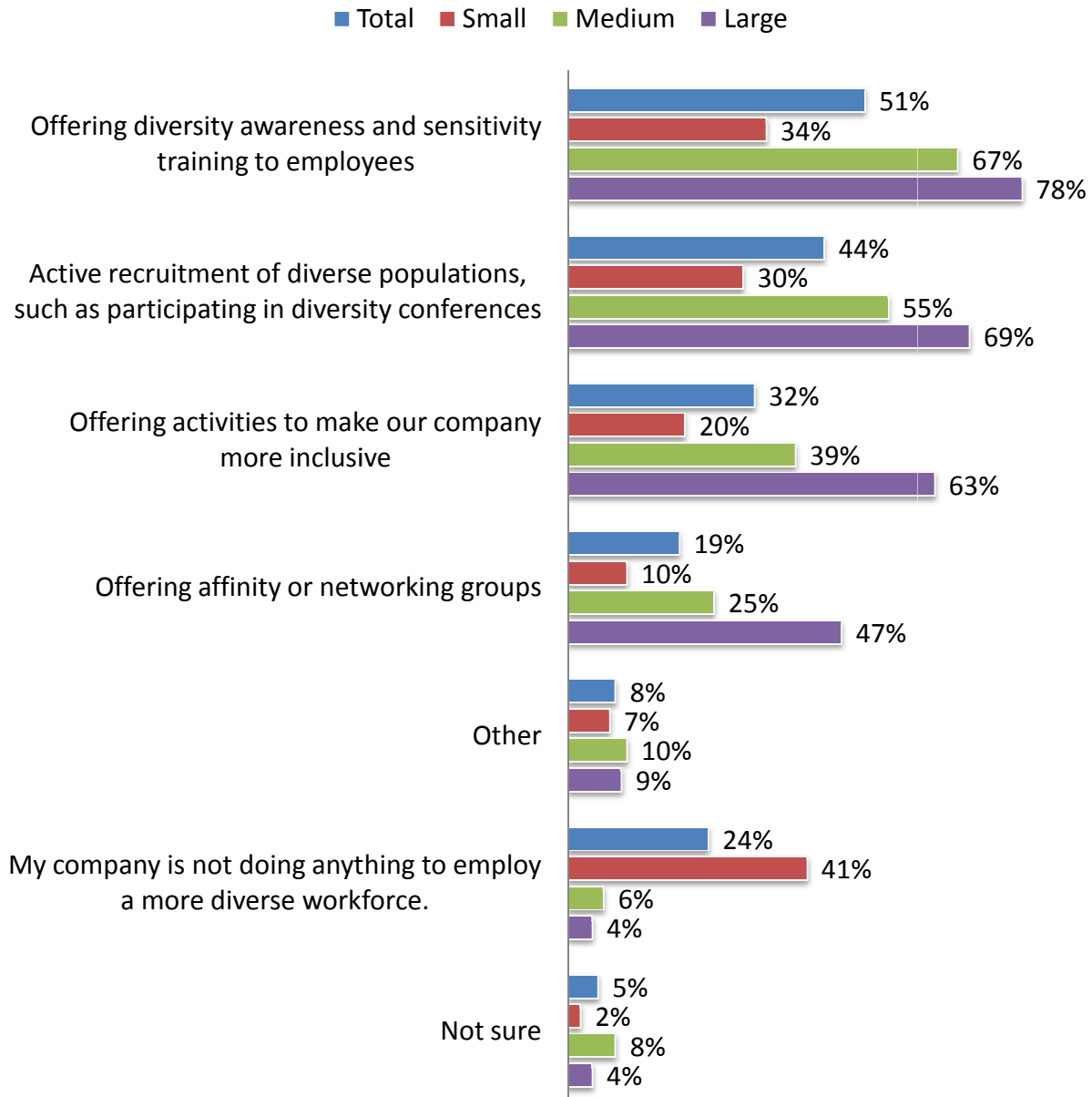
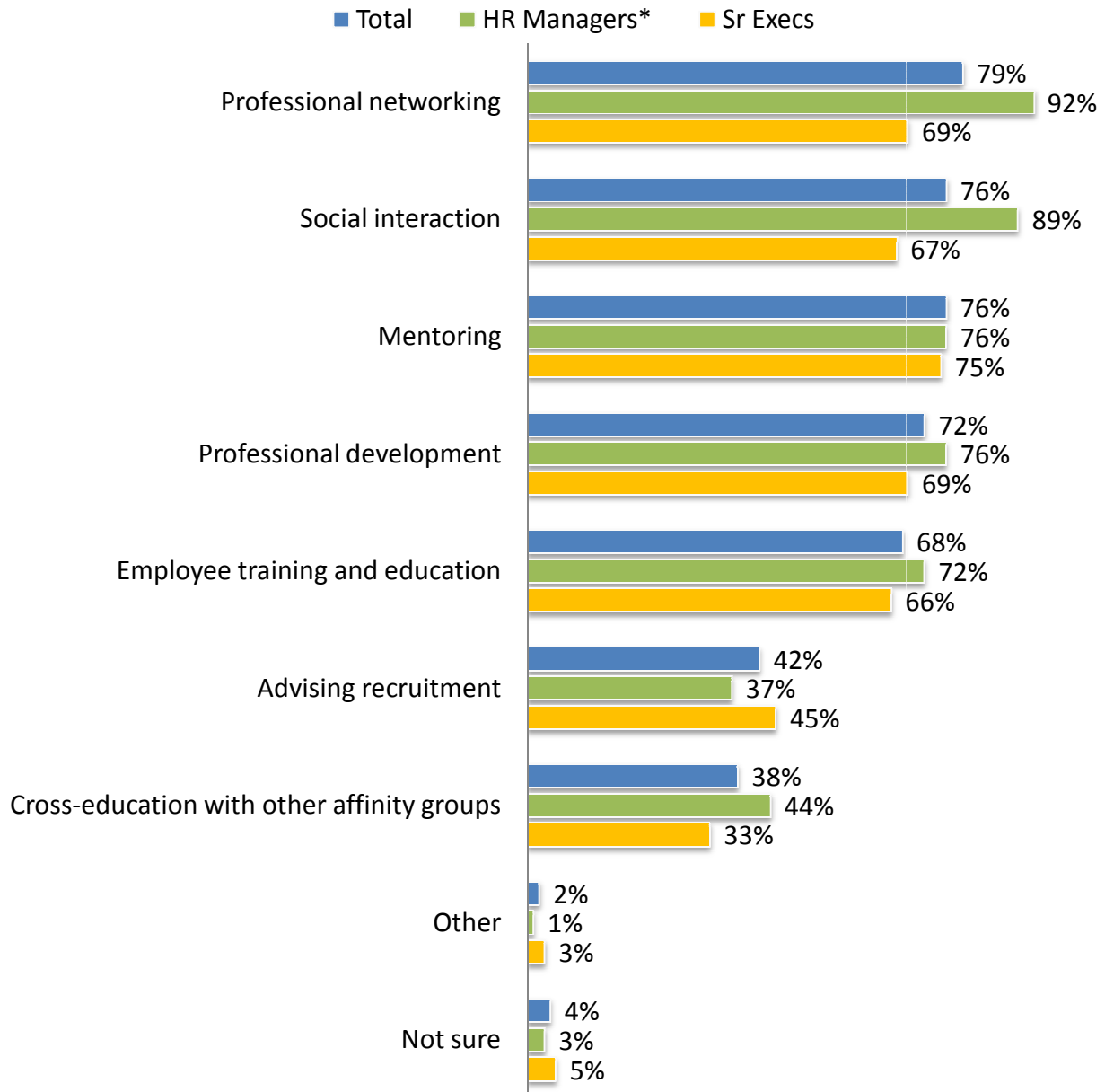


Table 2M
Affinity Groups by Title

Q740 You mentioned that your company currently offers affinity groups. What types of activities do the affinity groups engage in? Please select all that apply.

Base: Have affinity groups (Total, n=111) (HR Mgrs, n=49) (Sr Execs, n=62)

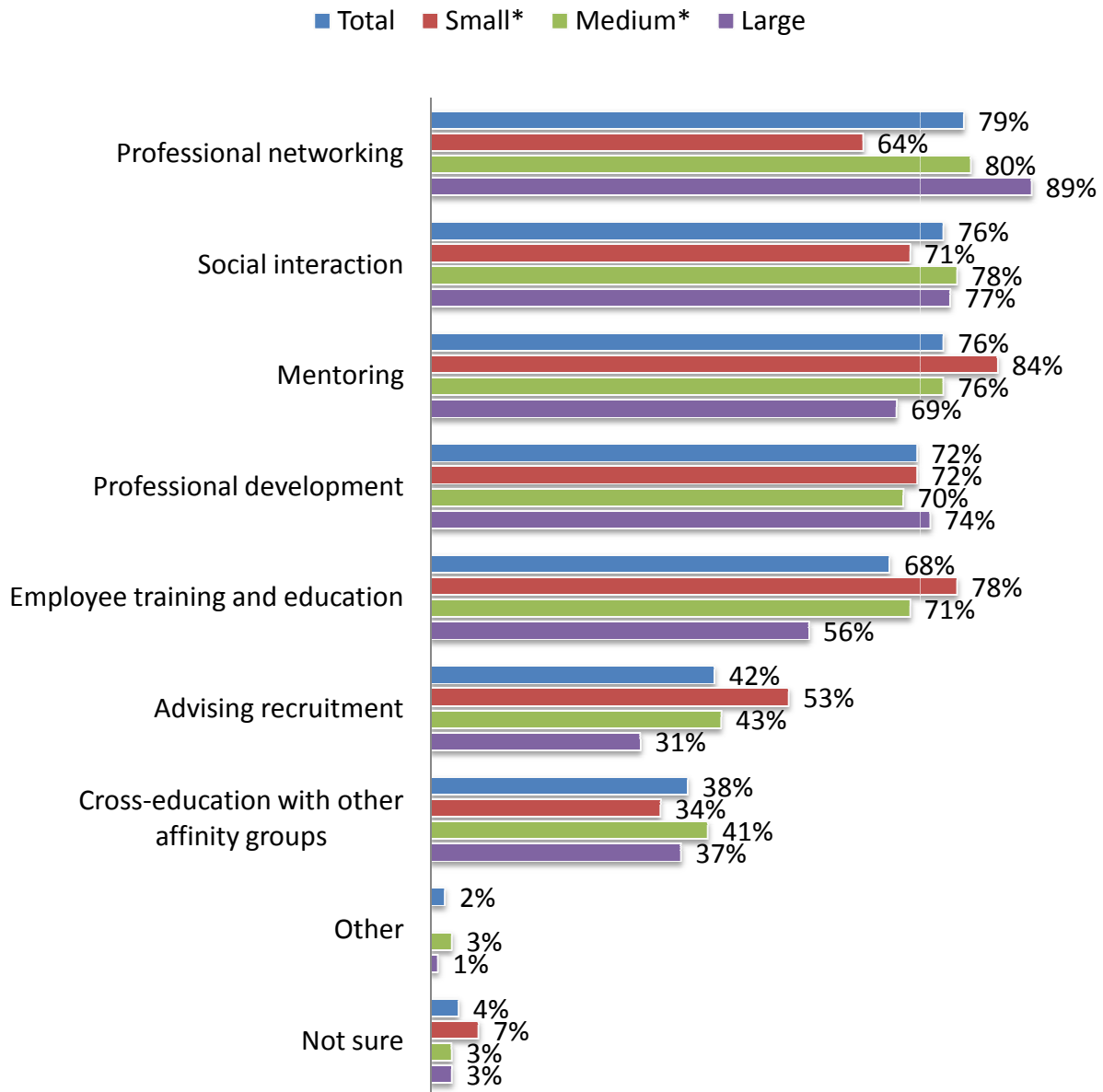


*Note: Small base size

Table 2N
Affinity Groups by Company Size

Q740 You mentioned that your company currently offers affinity groups. What types of activities do the affinity groups engage in? Please select all that apply.

Base: Have affinity groups (Total, n=111) (Small, n=14) (Medium, n=35) (Large, n=62)



*Note: Small base size

CHAPTER 3: CORPORATE DISABILITY PRACTICES

When compared to diversity policies and programs, fewer companies have a disability specific policy or program. One-quarter (25%) of companies with over 50 employees report having a policy specifically designed for the hiring of people with disabilities and half that number (12%) say they have a disability program. Taken together, 29% of companies report having either a disability policy or program and just 8% report having both. (Table 3A)

For the most part, senior executives and HR managers agree on their assessment, though again, senior executives are more likely to say they are unsure of their company's disability practices (24% vs. 6% of HR managers). As observed with diversity practices, large companies are more likely to have a disability policy or program. Even so, only one in five large companies have a program (large companies: 39% policy, 20% program; medium companies: 32% policy, 11% program; small companies: 17% policy, 10% program). A significant majority of smaller companies (70%) have neither a policy nor a program (compared to 46% of medium companies and 27% of large companies). (Table 3A & 3B)

Most companies (73%) do not employ a specific person or department dedicated to hiring people with disabilities. One in five (19%) do have a specific disability hiring employee and 8% are unsure. Contrary to what might be expected, large companies are not more likely to report having a person or department dedicated to disability hiring (20% large, 23% medium, 16% small). However, this could reflect the fact that more people in large companies (24%) are unsure (compared to 12% of medium, 2% of small). (Table 3D & 3E)

Few companies (18%) offer disability education programs to help managers and employees learn to work with people with disabilities and the fewer employees a company has, the less likely this information is to be available. Only 11% of small companies have an information or education program compared to almost a quarter (23%) of medium companies and 38% of large companies. (Table 3G & 3H)

Upon closer examination we see that 23% of HR managers report having a disability program compared to only 14% of senior executives. This unawareness among senior executives suggests that although some companies may have the programs, they are not implementing them effectively or frequently enough.

Table 3A
Disability Policy or Program by Title

Q820 Does your company have either a policy or a program specifically designed for the hiring of people with disabilities?

Base: Employers (Total, n=411) (HR Mgrs, n=209) (Sr Execs, n=202)

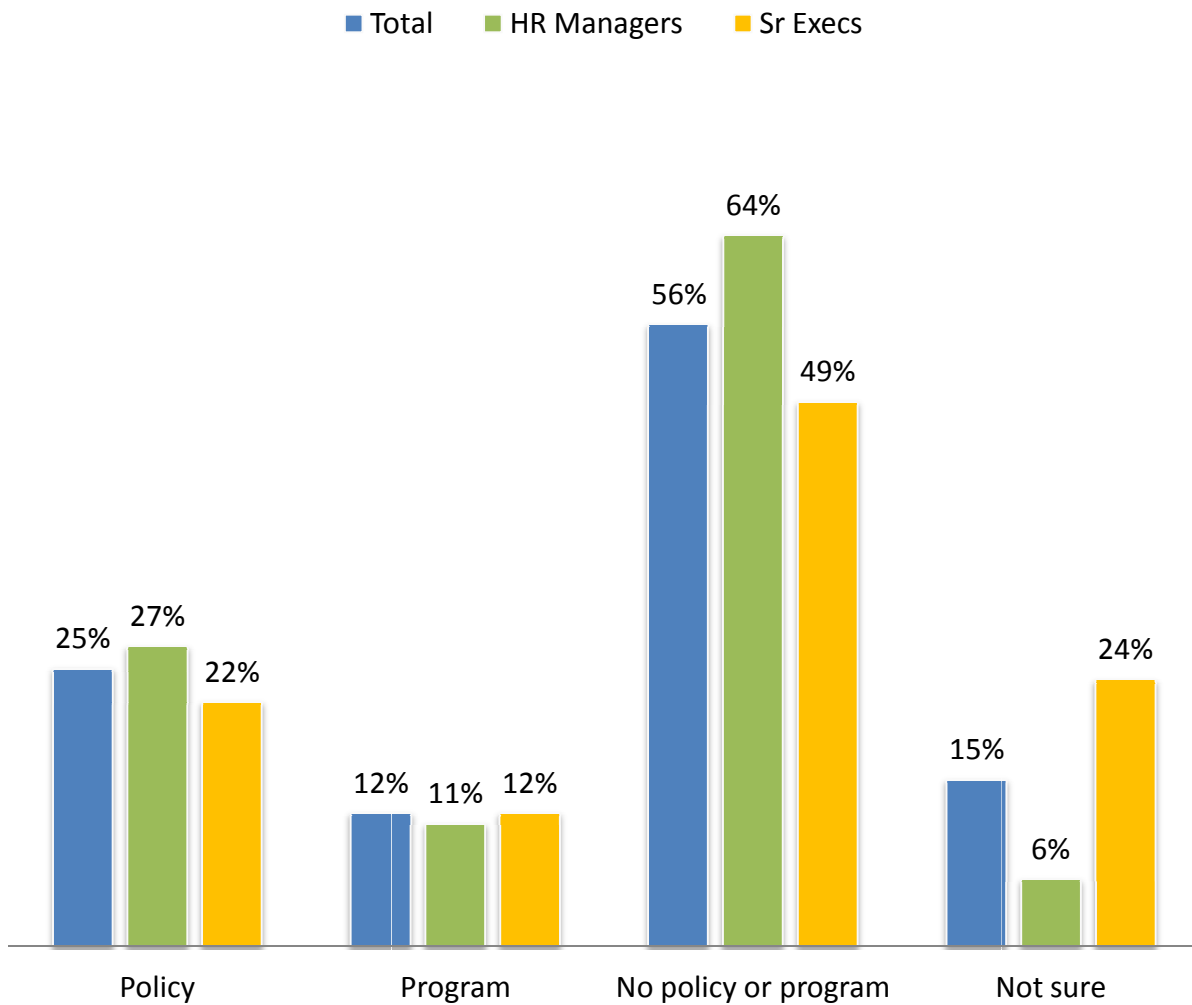


Table 3B
Disability Policy or Program by Company Size

Q820 Does your company have either a policy or a program specifically designed for the hiring of people with disabilities?

Base: Employers (Total, n=411) (Small, n=142) (Medium, n=136) (Large, n=133)

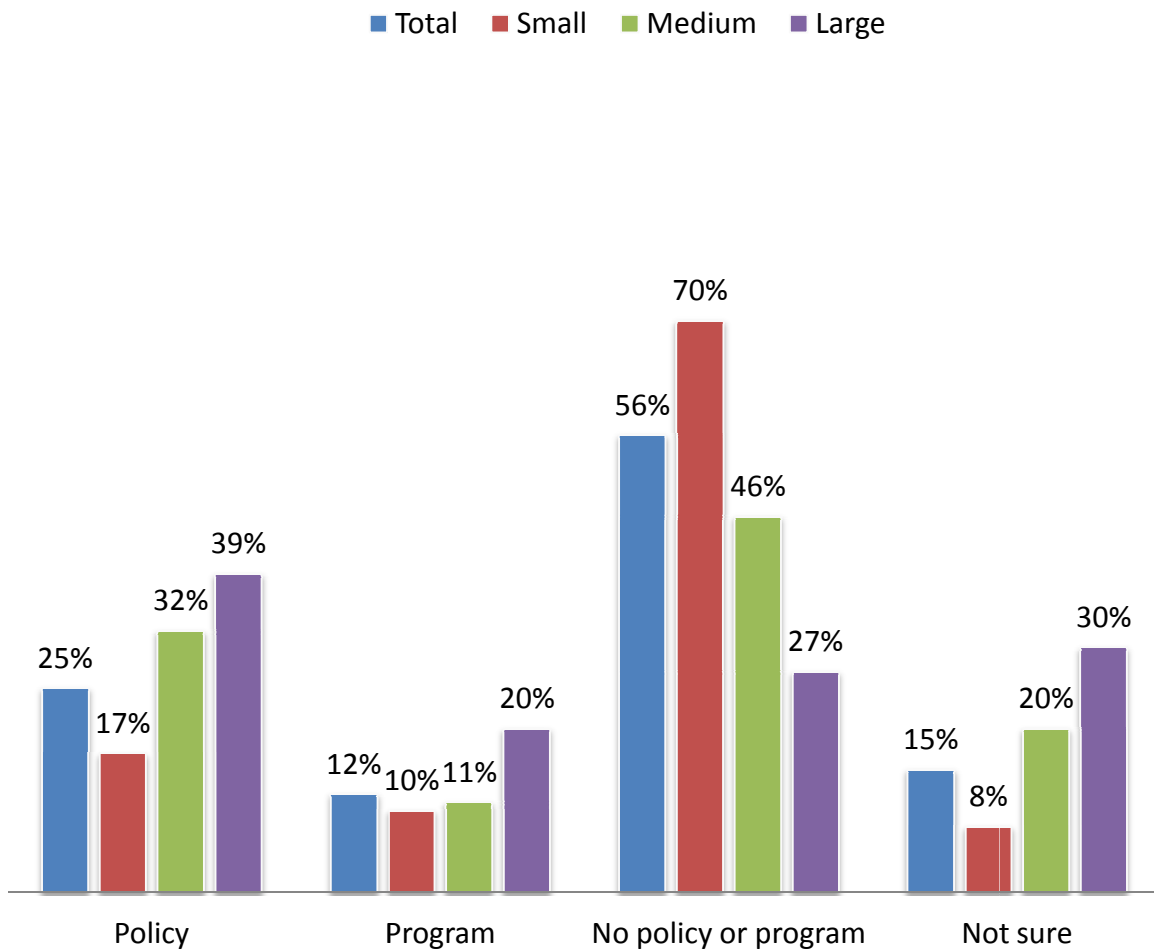


Table 3C
Employee Dedicated to Disability Hiring by Title

Q825 Does your company have a specific person or department that oversees the hiring of people with disabilities?

Base: Employers (Total, n=411) (HR Mgrs, n=209) (Sr Execs, n=202)

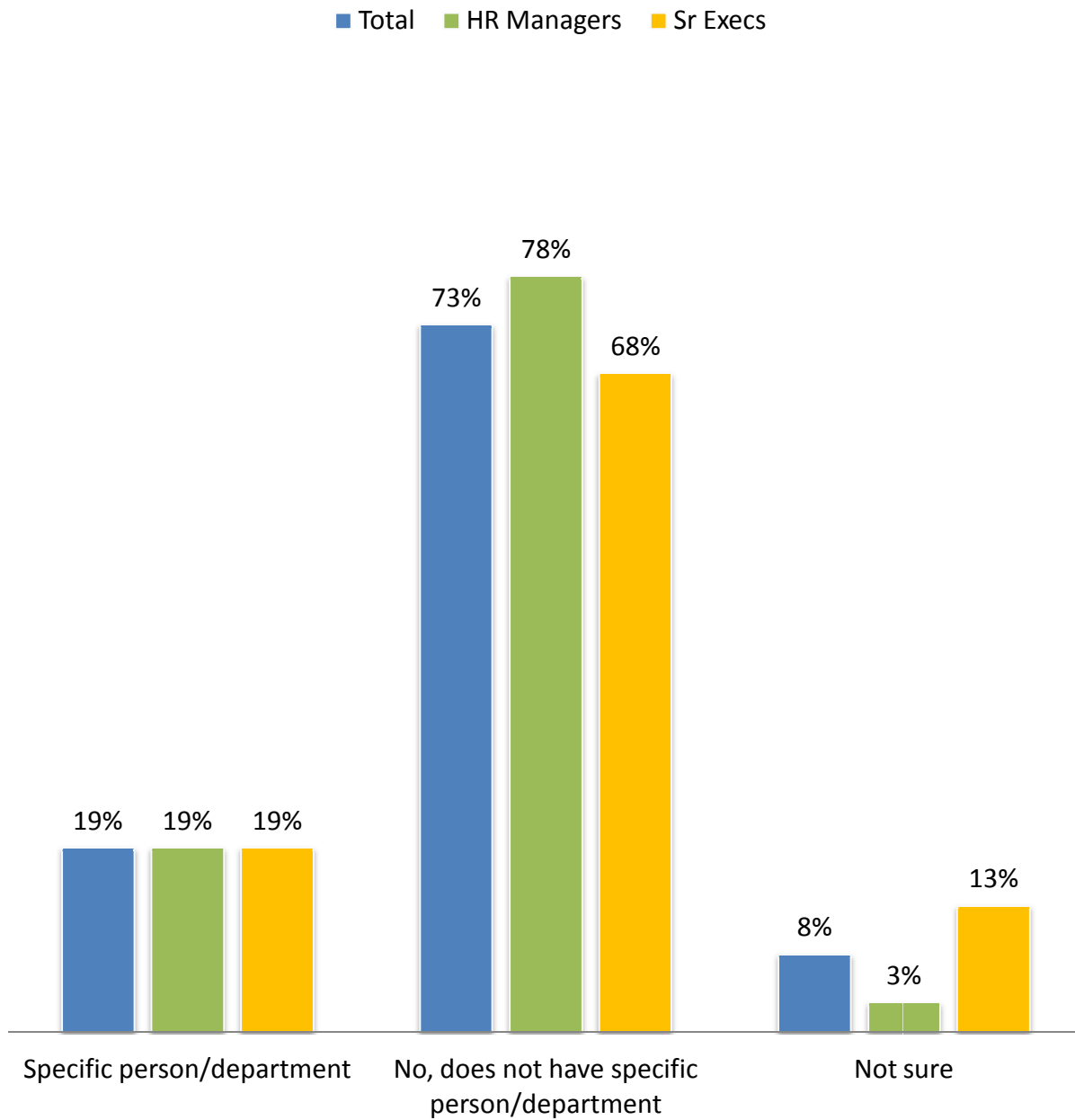


Table 3D
Employee Dedicated to Disability Hiring by Company Size

Q825 Does your company have a specific person or department that oversees the hiring of people with disabilities?

Base: Employers (Total, n=411) (Small, n=142) (Medium, n=136) (Large, n=133)

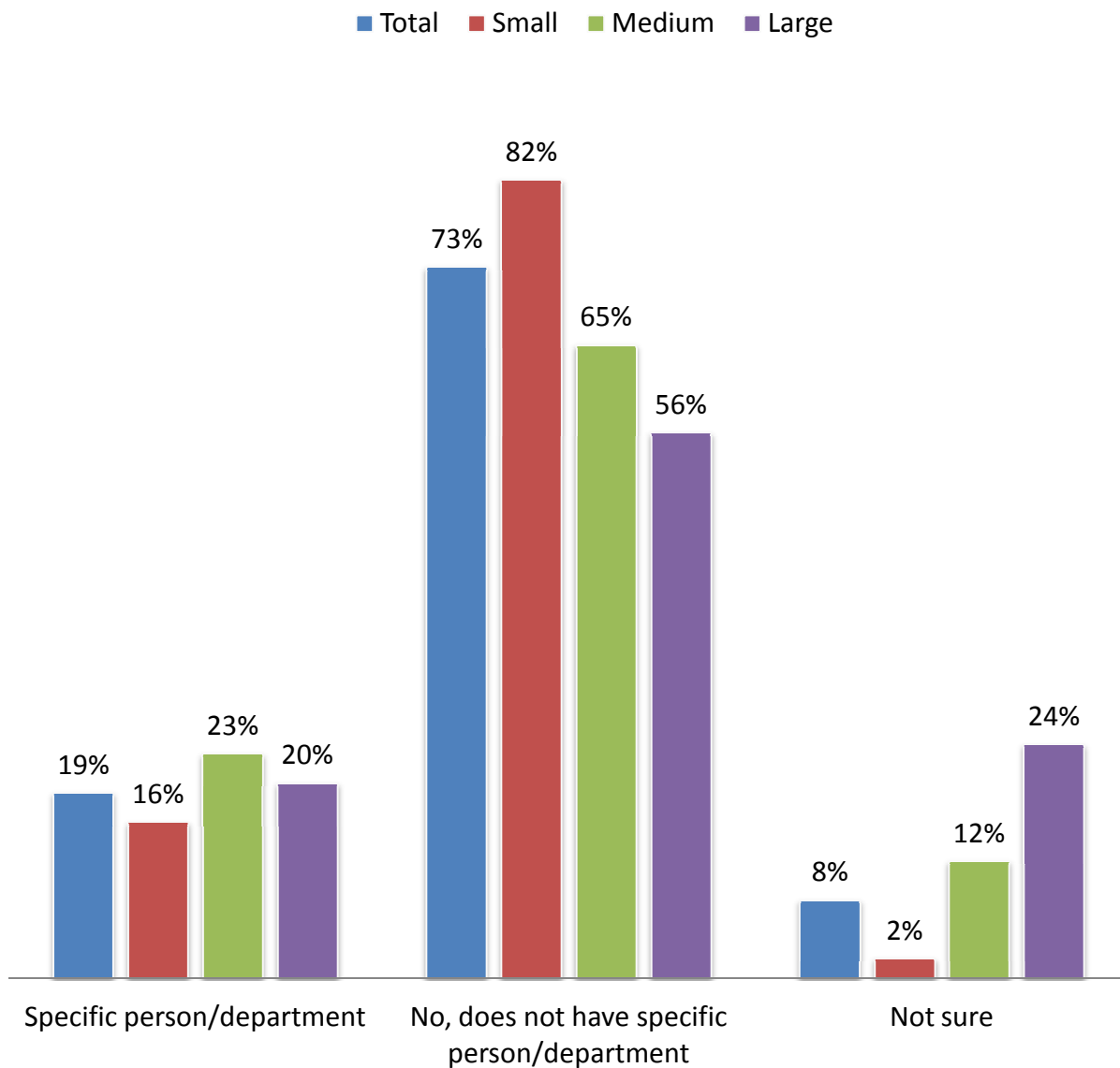


Table 3E
Disability Education Programs by Title

Q865 Does your company offer an information or education program to help your managers and employees learn to work with people with disabilities, or not?

Base: Employers (Total, n=411) (HR Mgrs, n=209) (Sr Execs, n=202)

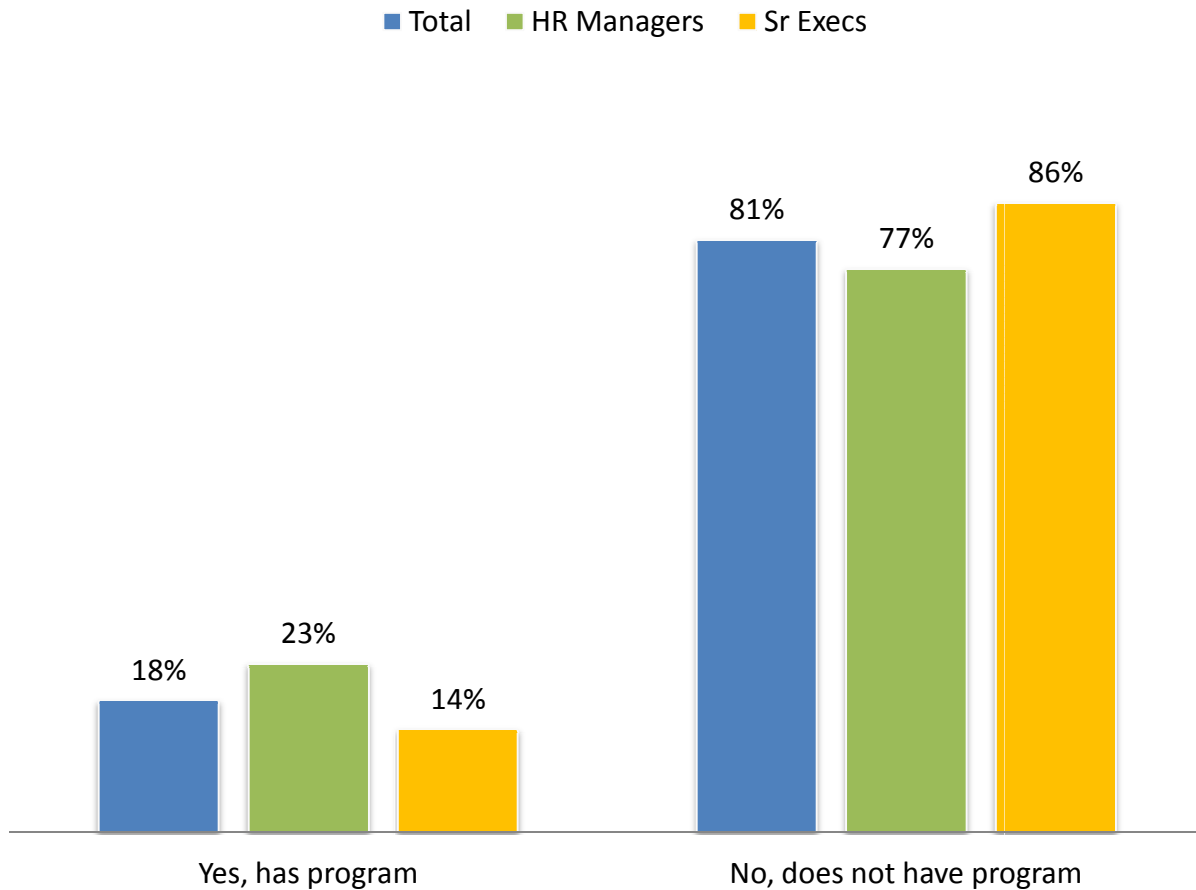
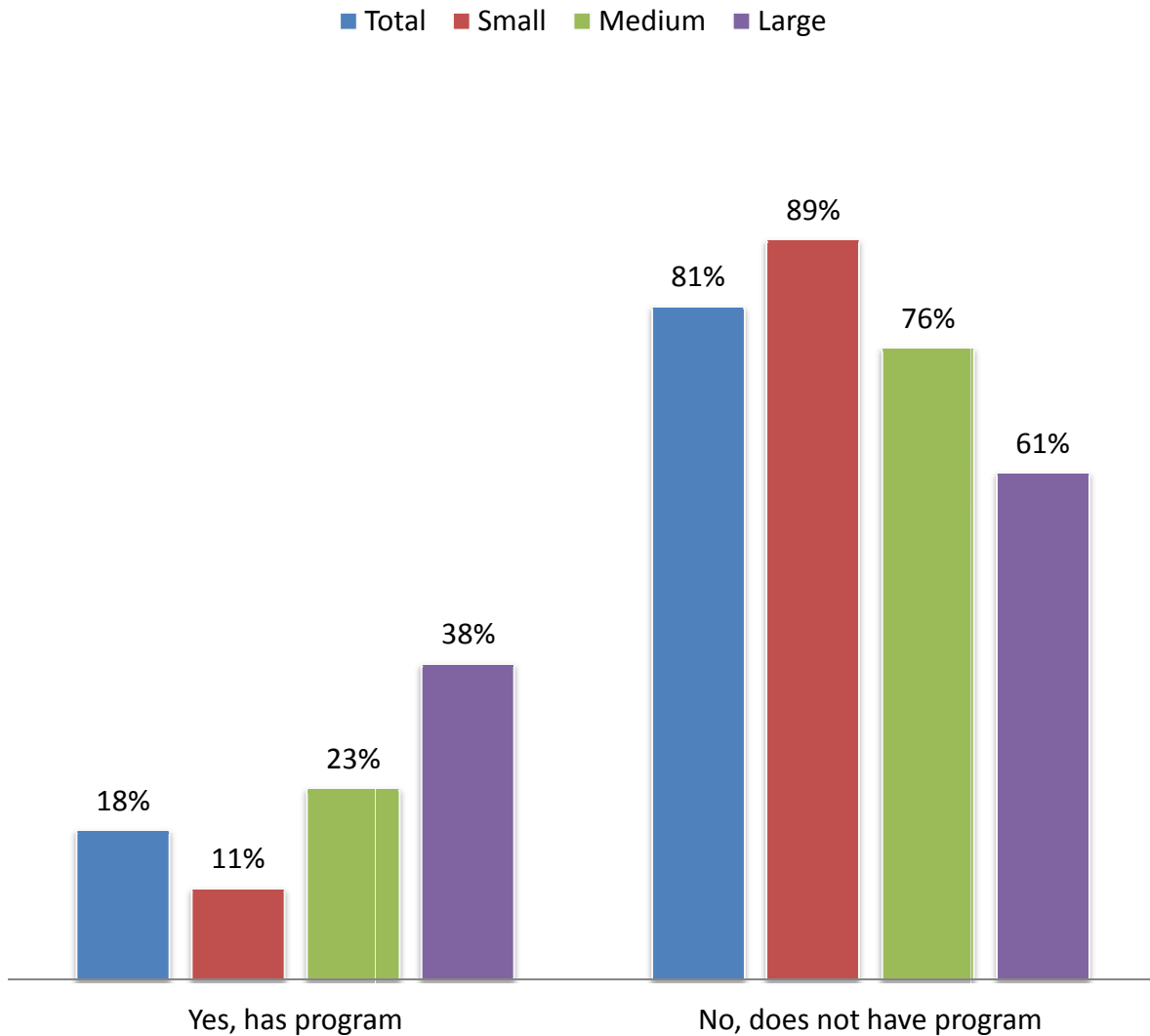


Table 3F
Disability Education Programs by Company Size

Q865 Does your company offer an information or education program to help your managers and employees learn to work with people with disabilities, or not?

Base: Employers (Total, n=411) (Small, n=142) (Medium, n=136) (Large, n=133)



Around six in ten (56%) companies report having hired at least one person with a disability in the past three years, while a full quarter (25%) reports that they haven't hired anyone with a disability to the best of their knowledge; another 19% are not sure. The large number of senior executives (27%) who are unsure compared to HR managers (12% unsure) suggests – perhaps not surprisingly – that HR managers may be more familiar with the disability hiring at the companies. This is important to keep in mind while reviewing the data. (Table 4A)

Findings suggest that having a diversity or disability policy or program is correlated with an increased likelihood to hire people with disabilities. Approximately three in five (61%) companies with a diversity policy or program have hired people with disabilities in the past three years compared to 41% of those without such a policy or program. The difference is the same between companies with a disability policy or program (72%) and those without (49%). Further, companies where women are the majority (70% vs. 43% with a male majority) and companies with over 20% of their workforce comprised by minorities (60% vs. 46% less than 20%) are more likely to have hired someone with a disability recently.

There are also differences by size of company when looking at actual disability hiring experiences. Large companies (74%) and medium companies (68%) are much more likely to have hired people with disabilities in the past three years compared to small companies (43%). (Table 4B)

One third (34%) of companies say they regularly track the number of people with disabilities that they employ. HR managers are more likely to report that they don't track this info (56% vs. 35% of senior executives) but senior executives are more likely to be unsure (31% vs. 8% of HR managers). Differences in tracking exist by size of company - large companies (45%) are

slightly more likely to track disability status than medium (36%) and small companies (31%). (Table 4D & 4E)

A large number (43%) are unsure what percentage of their workforce has a disability, and this is true of both HR managers (38%) and senior executives (49%). The average disabled proportion of workers is 3%, well below the incidence of people with disabilities in the population, which is approximately 15%². With an average of 5%, large companies appear to employ slightly more people with disabilities than small and medium companies (both 3%). It is important to note though that employers at large companies are also much more likely to say they are unsure of what percentage of their workforce has a disability (73% vs. 49% at medium and 33% at small companies). (Table 4F & 4G)

The average percentage of new hires with disabilities in the past three years is even lower than the percentage of people with disabilities in the workforce as a whole. Companies report that, on average, 2% of their new hires in the past three years were people with disabilities. Again, large companies have hired slightly more people with disabilities in the past three years (average of 3% vs. 2% of small and medium companies) but they are also more likely to be unsure of the proportion (73% vs. 51% at medium and 33% at small companies). (Table 4H & 4I)

According to the few companies with a disability program, the programs are primarily aimed at improving the accommodation process (81%). Secondary elements include offering disability awareness and sensitivity training to employees (63%), active recruitment of people with disabilities (49%), and offering activities to make their companies more inclusive (34%). Seven percent offer a disability affinity group and just 3% have a dedicated disability recruiter. Over one in ten (13%) are unsure what their disability program includes. (Table 4J)

² See the Kessler/NOD 2010 Survey of Americans with Disabilities: www.2010DisabilitySurveys.org

Regarding disability affinity groups, a similar number of employed people with disabilities (12%) report that their organization offers a forum or affinity group focused on disabilities. However, only one-sixth of these employees (2% overall) actually participate³.

For the most part, managers and executives say their disability programs are not very effective. Only 10% rate their programs as very or extremely effective and less than half (46%) say they are effective, very effective or extremely effective. Half (51%) say their program is only somewhat effective and 3% say it is not at all effective. (Table 4K)

After a shortage of job openings or a hiring freeze (69%), employers note that a major or minor reason why they haven't hired more people with disabilities in the past three years is a lack of qualified candidates (66%). Further, two in five (39%) companies report that they don't know how to find qualified candidates. Almost a quarter (23%) mention architectural barriers or lack of special equipment and 17% say a concern about the cost of requested accommodations. It's interesting to note that companies with over \$100 million in annual revenue are more likely than those with under \$100 million to say they are concerned about the cost of required accommodations (21% vs. 13%, respectively). Another 16% are unsure of how to address disability-specific needs. (Table 4L)

Although comparatively minor reasons, some employers attribute the minimal hiring of people with disabilities to a concern about paying for health benefits or an increase in insurance premiums (11%) and discomfort and uneasiness on the part of supervisors and employees (10%). The reasons cited for not hiring more workers with disabilities are similar across company size. (Table 4L & 4M)

³ See the Kessler/NOD 2010 Survey of Americans with Disabilities: www.2010DisabilitySurveys.org

Table 4A
Hiring of People with Disabilities by Title

Q800 Has your company hired any people with disabilities in the past 3 years, or not?

Base: Employers (Total, n=411) (HR Mgrs, n=209) (Sr Execs, n=202)

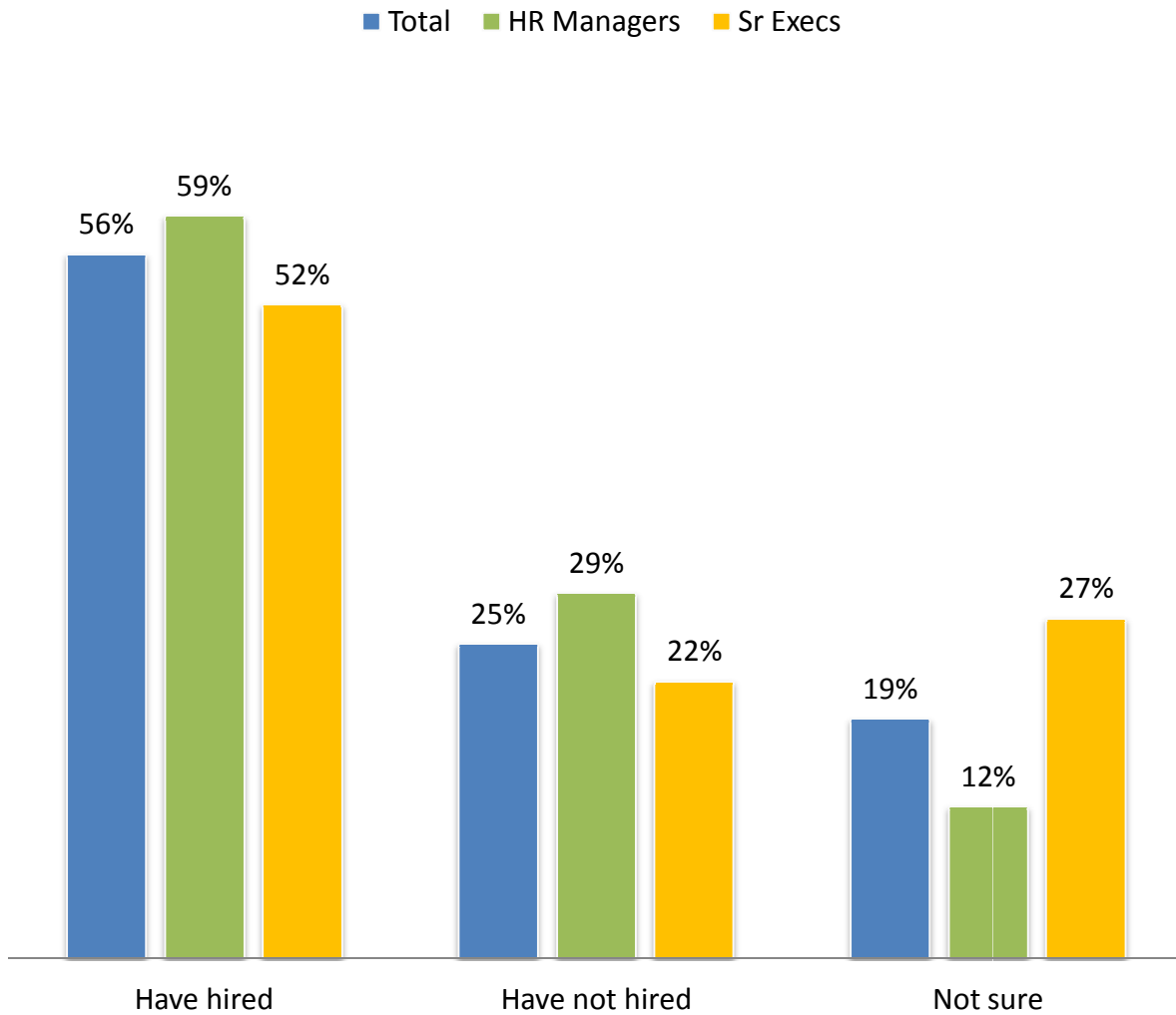


Table 4B
Hiring of People with Disabilities by Company Size

Q800 Has your company hired any people with disabilities in the past 3 years, or not?

Base: Employers (Total, n=411) (Small, n=142) (Medium, n=136) (Large, n=133)

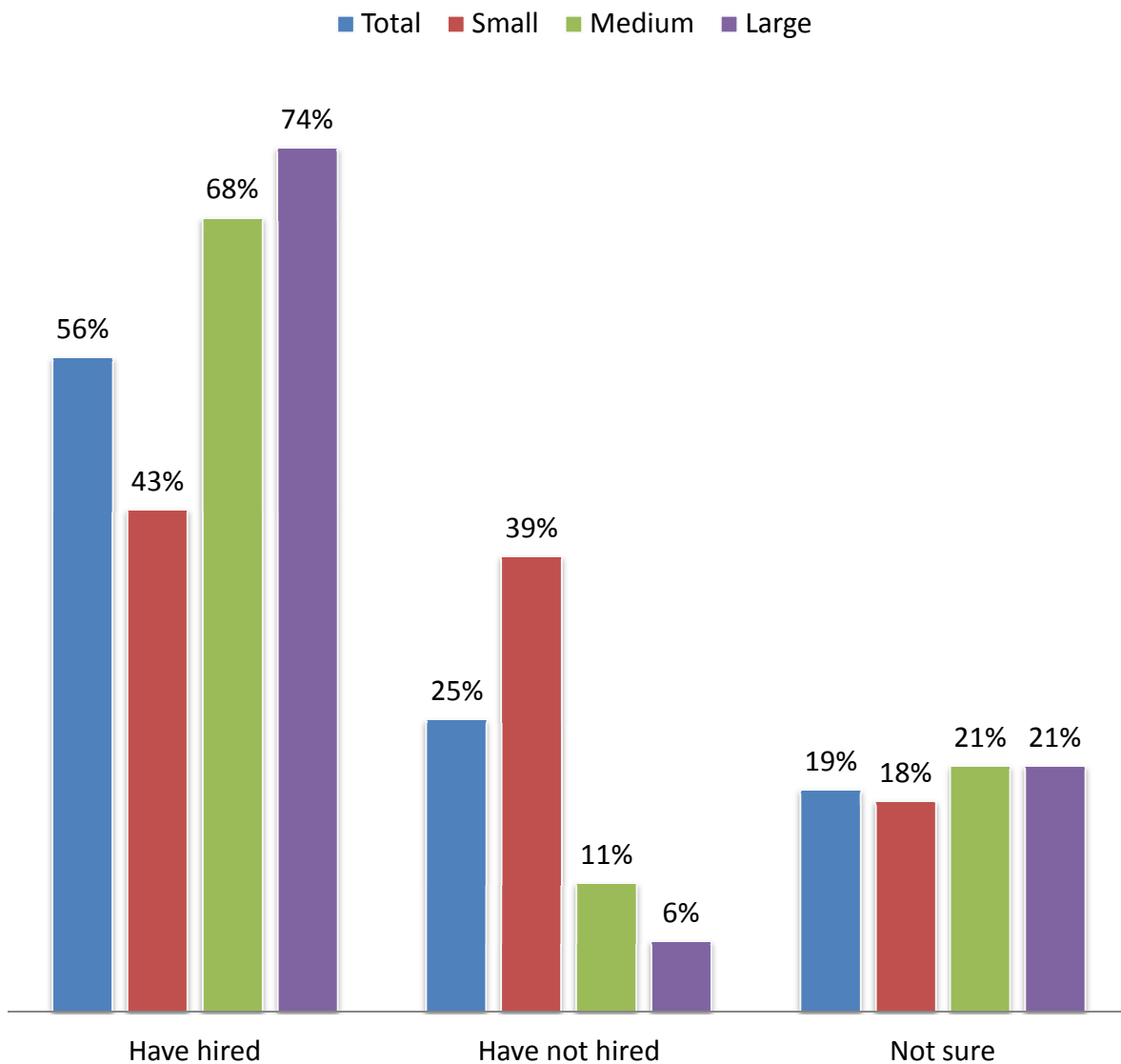


Table 4C
Tracking Number of Employees with Disabilities by Title

Q805 Does your company regularly track the number of people with disabilities that you employ?

Base: Employers (Total, n=411) (HR Mgrs, n=209) (Sr Execs, n=202)

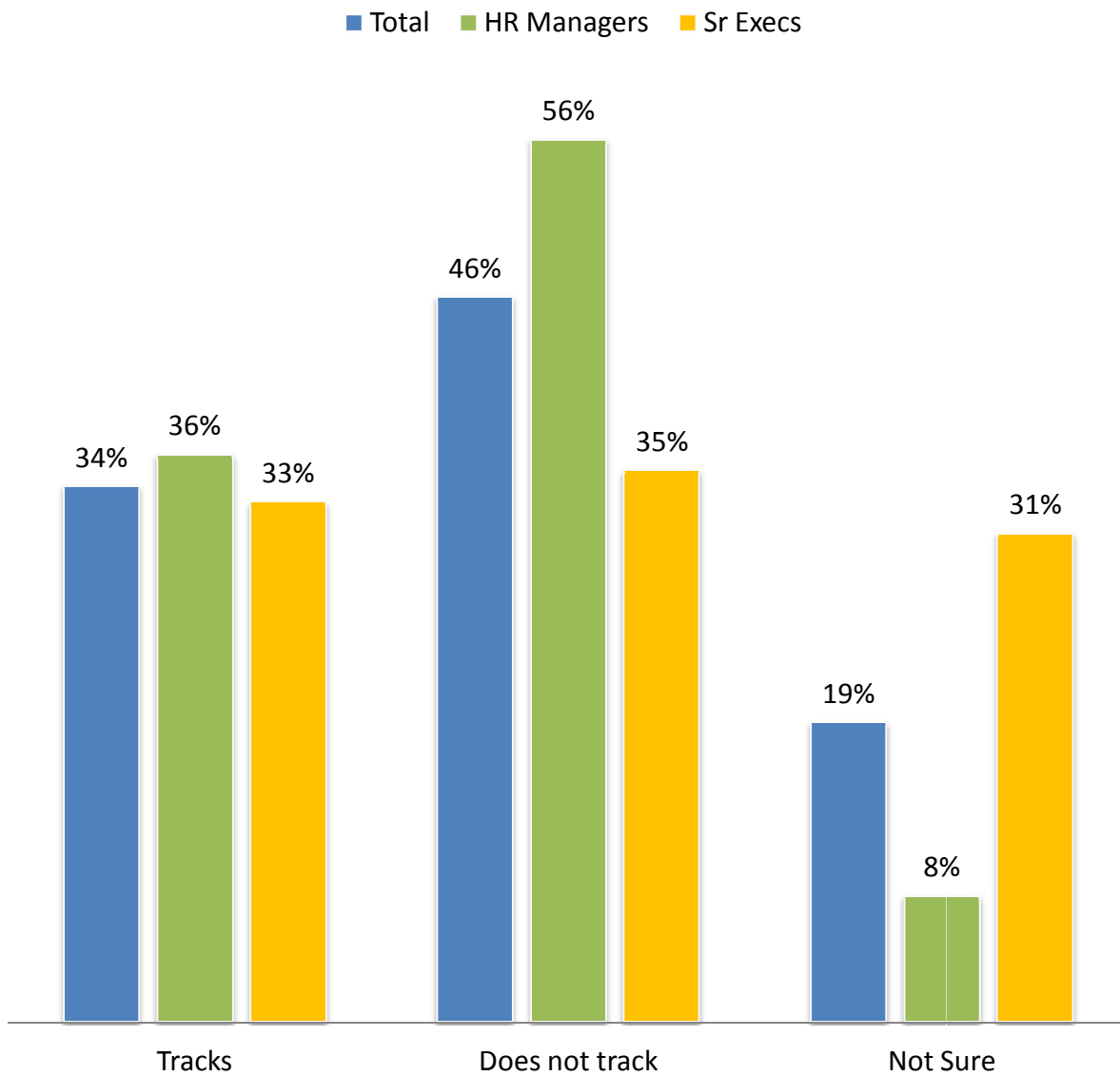


Table 4D
Tracking Number of Employees with Disabilities by Company Size

Q805 Does your company regularly track the number of people with disabilities that you employ?

Base: Employers (Total, n=411) (Small, n=142) (Medium, n=136) (Large, n=133)

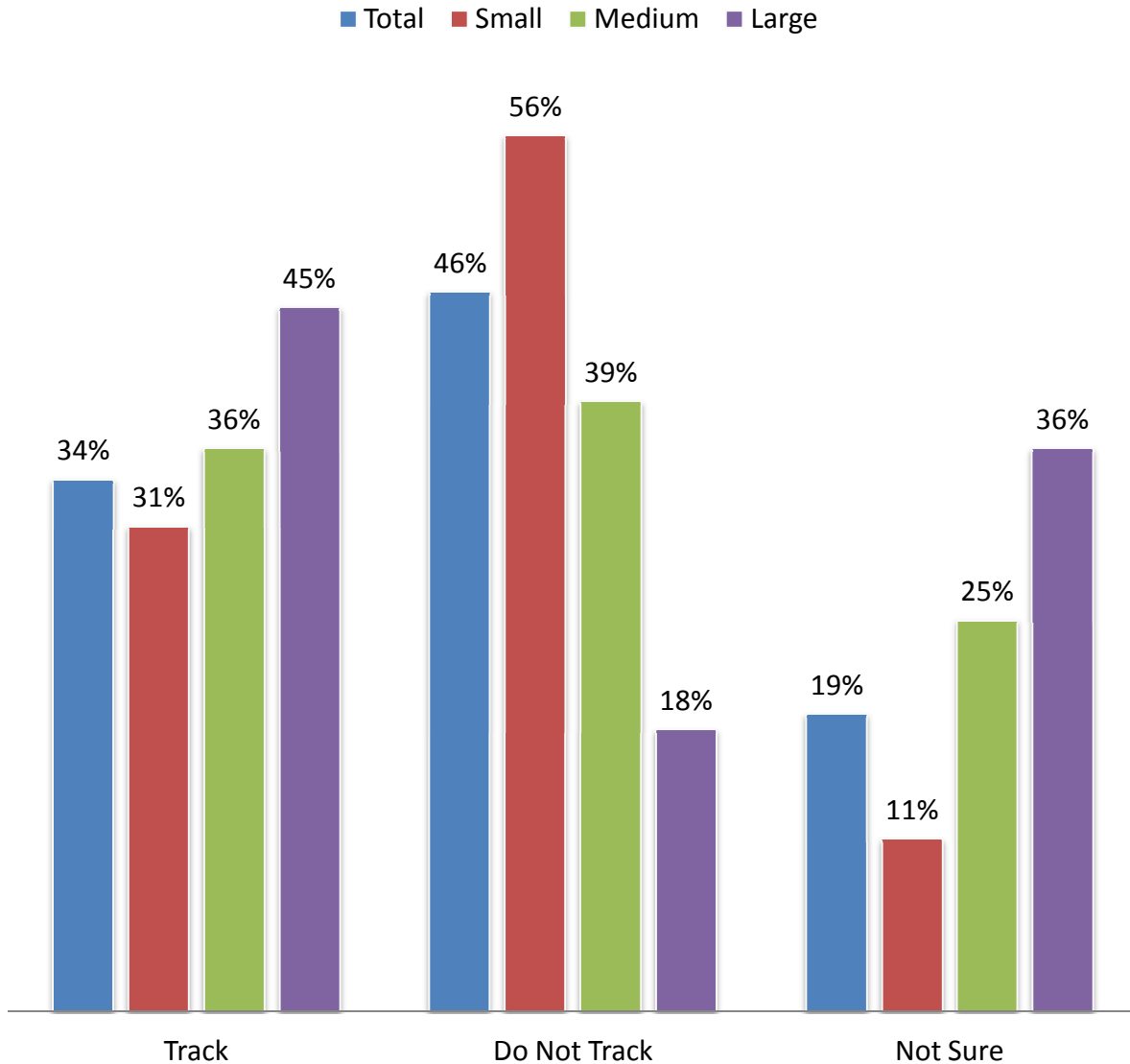


Table 4E
Percentage of Workforce with a Disability by Title

Q810 To the best of your knowledge, about what percentage of your workforce has a disability?

Base: Employers (Total, n=411) (HR Mgrs, n=209) (Sr Execs, n=202)

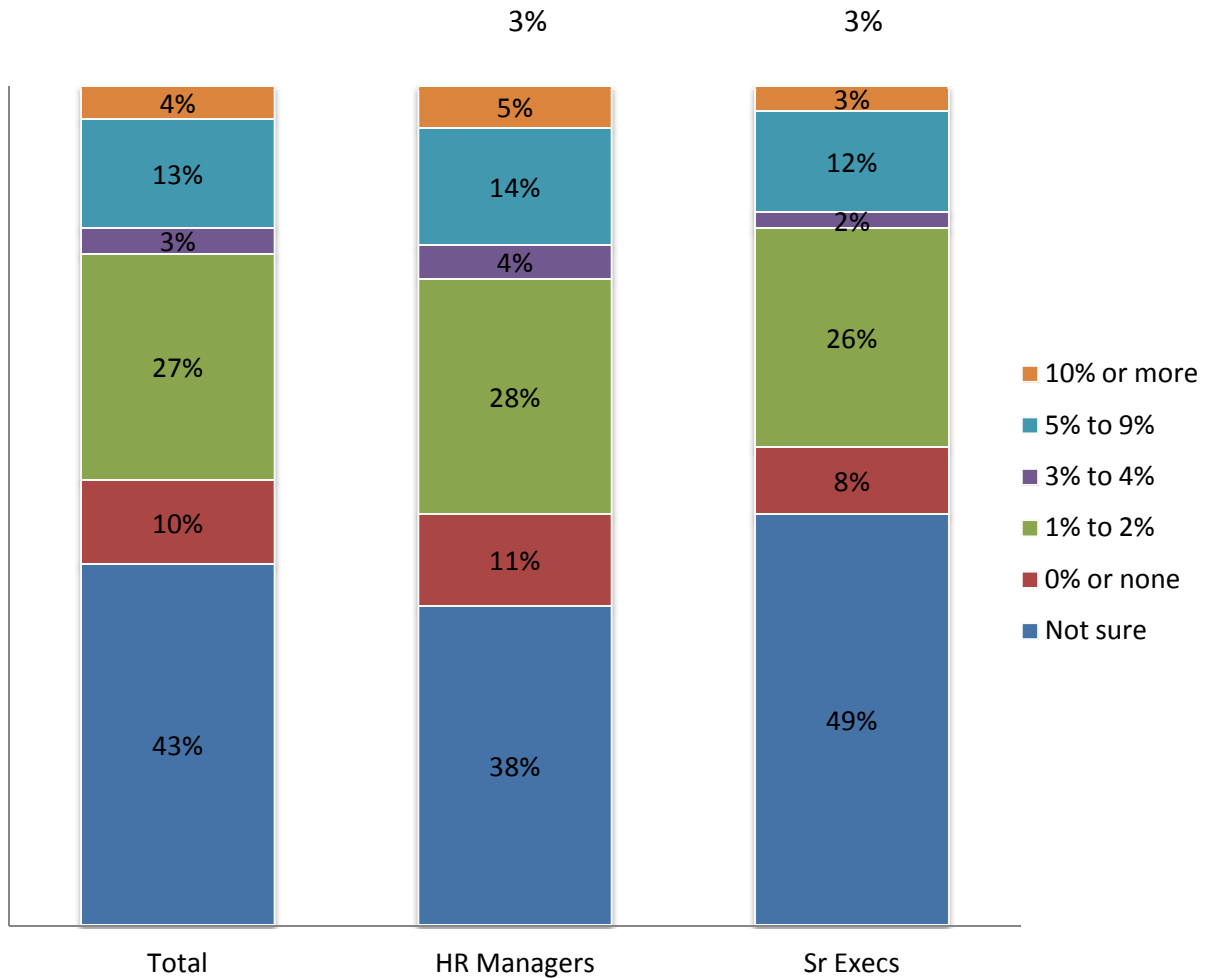


Table 4F
Percentage of Workforce with a Disability by Company Size

Q810 To the best of your knowledge, about what percentage of your workforce has a disability?

Base: Employers (Total, n=411) (Small, n=142) (Medium, n=136) (Large, n=133)

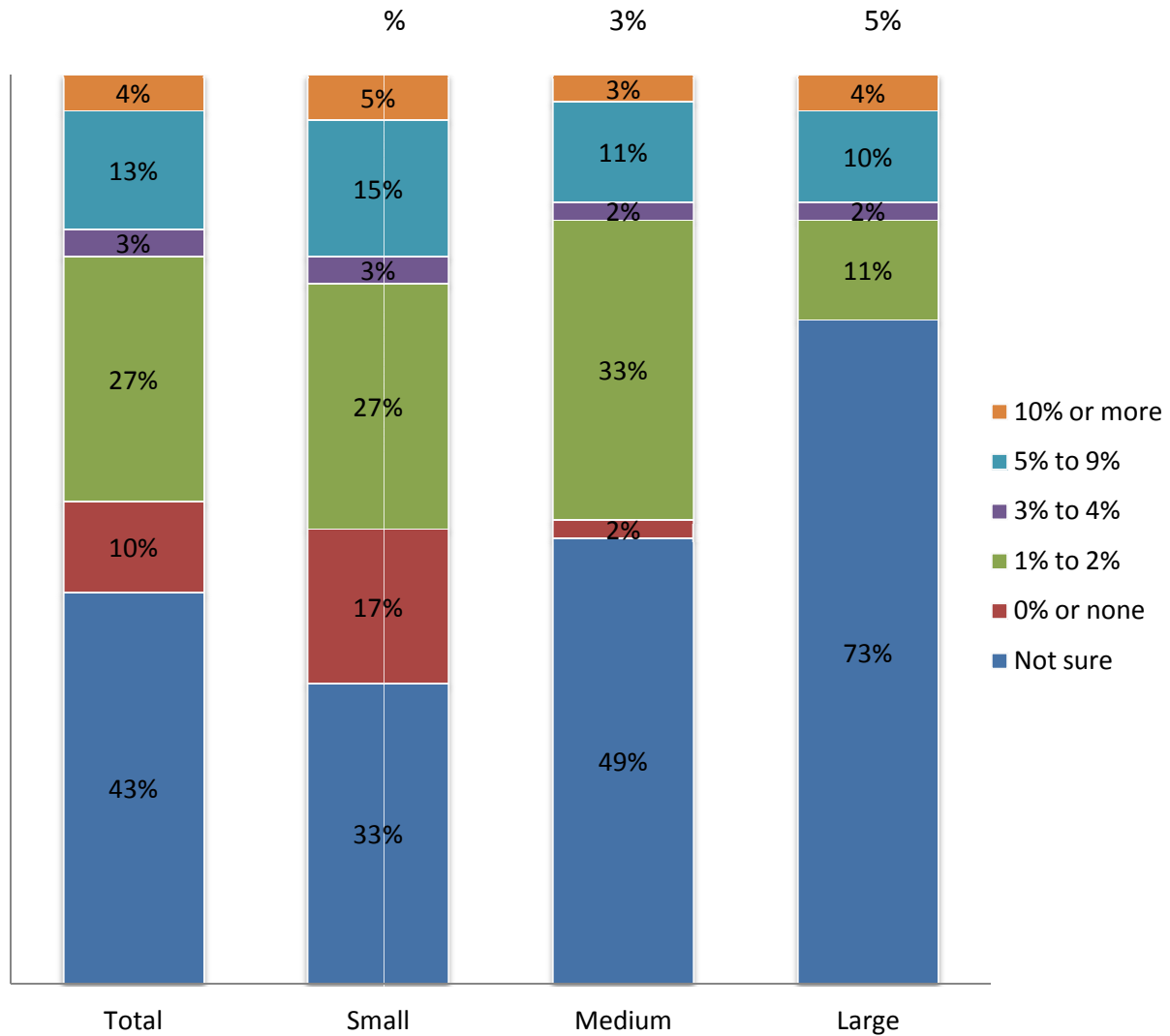


Table 4G
Percentage of New Hires with a Disability by Title

Q810 Approximately what percentage of your new hires in the past three years was people with disabilities?

Base: Employers (Total, n=411) (HR Mgrs, n=209) (Sr Execs, n=202)

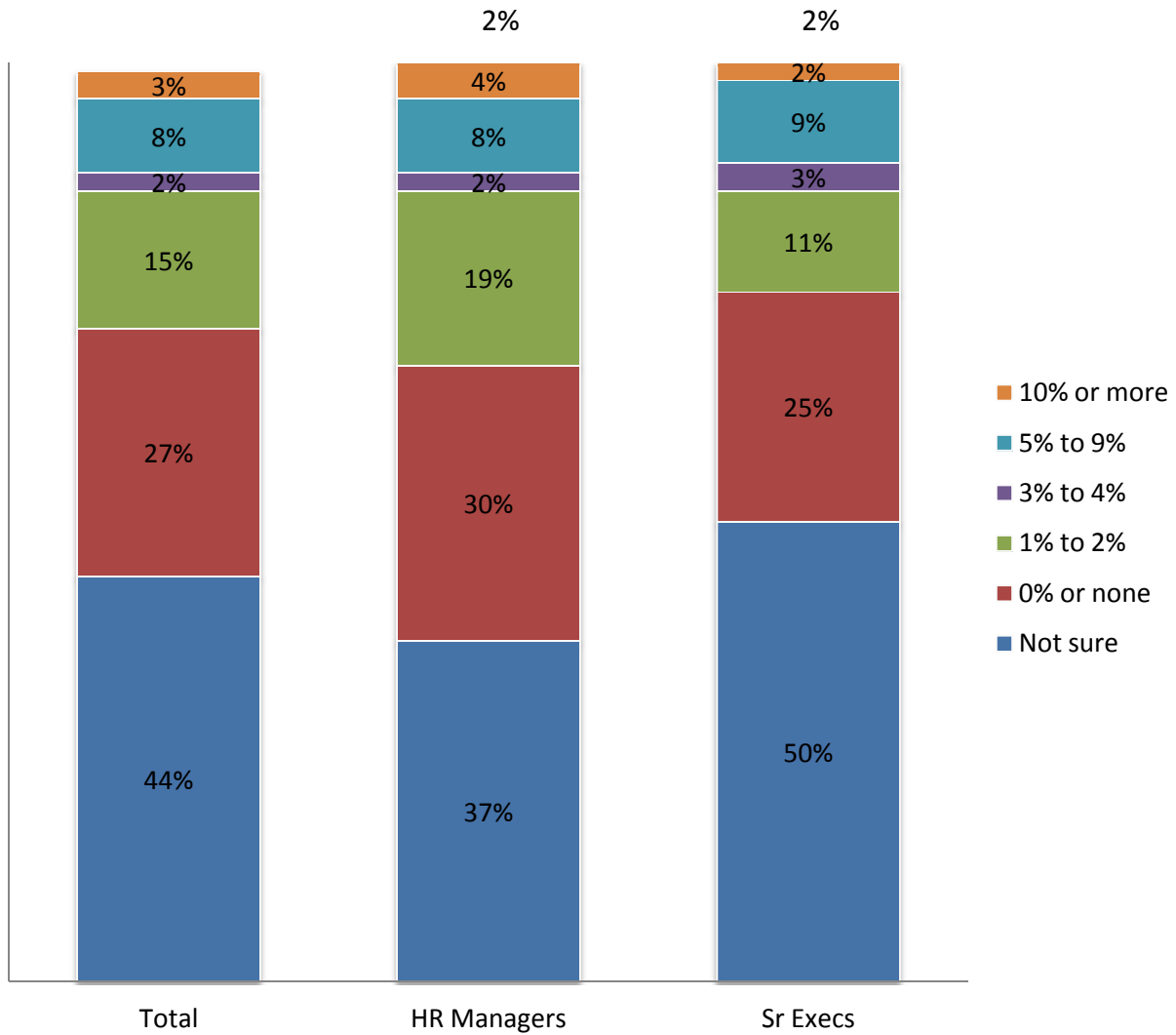


Table 4H
Percentage of New Hires with a Disability by Company Size

Q810 Approximately what percentage of your new hires in the past three years was people with disabilities?

Base: Employers (Total, n=411) (Small, n=142) (Medium, n=136) (Large, n=133)

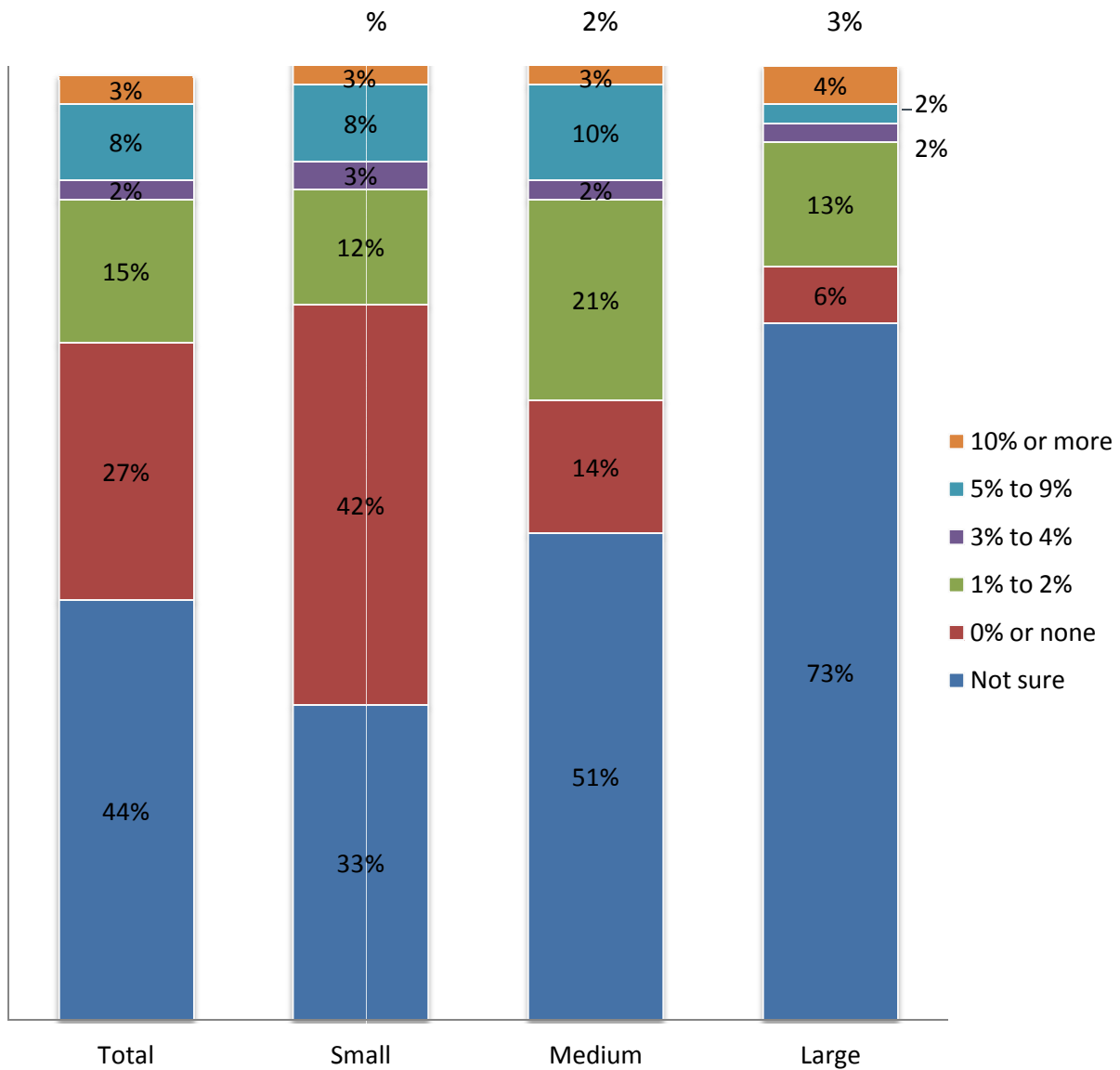


Table 4I
Aspects of Disability Program by Title

Q830 Which of the following does your disability program include? Please select all that apply.

Base: Has disability program (Total, n=57) (HR Mgrs, n=29) (Sr Execs, n=28)

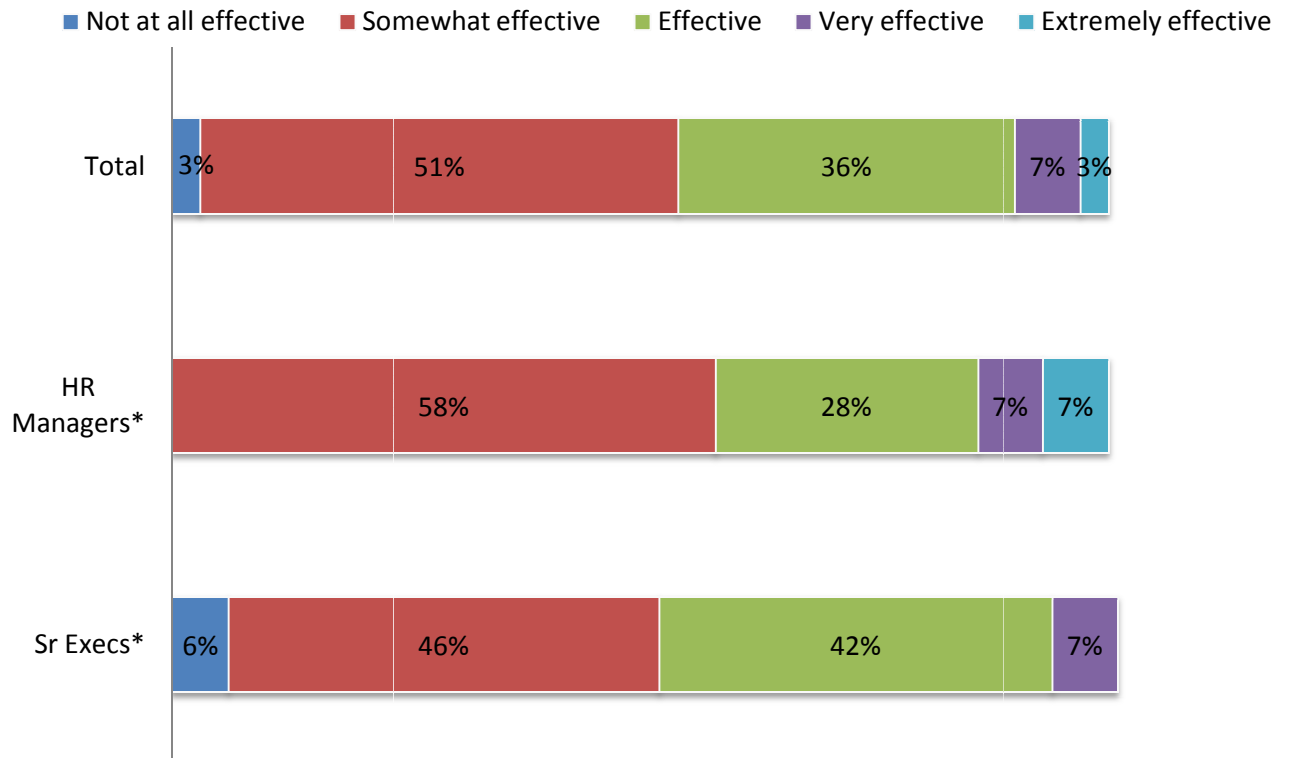


*Note: Small base size

Table 4J
Effectiveness of Disability Program by Title

Q835 How effective is your disability program at recruiting, hiring, and retaining people with disabilities?

Base: Has disability program (Total, n=57) (HR Mgrs, n=29) (Sr Execs, n=28)



*Note: Small base size

Table 4K
Reasons for Not Hiring People with Disabilities by Title

Q840 Please indicate if each of the following is a major reason, a minor reason or not a reason why you haven't hired [more] people with disabilities in the past 3 years, or why you have tried to hire people with disabilities but failed.

Base: Employers (Total, n=411) (HR Mgrs, n=209) (Sr Execs, n=202)

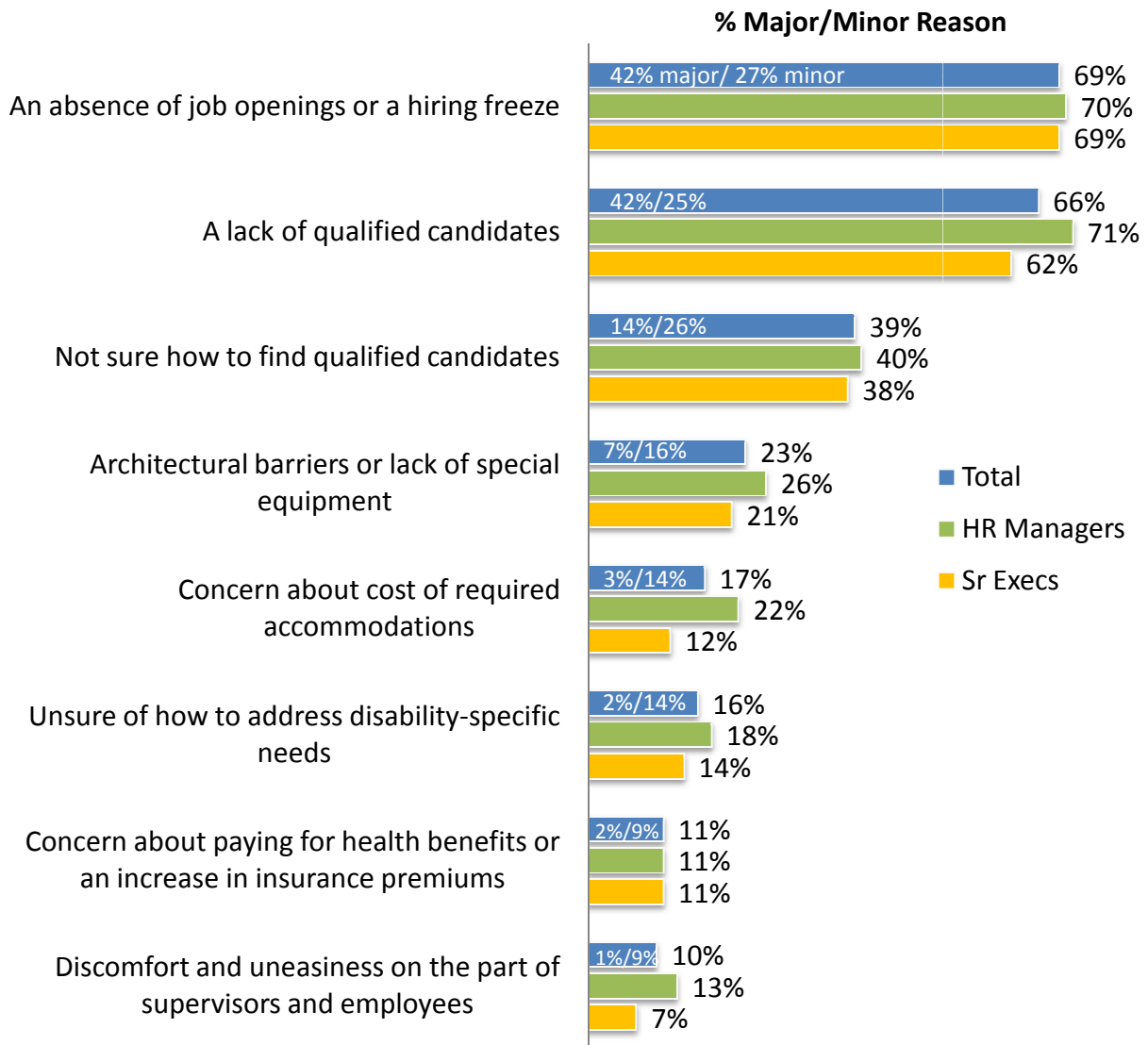
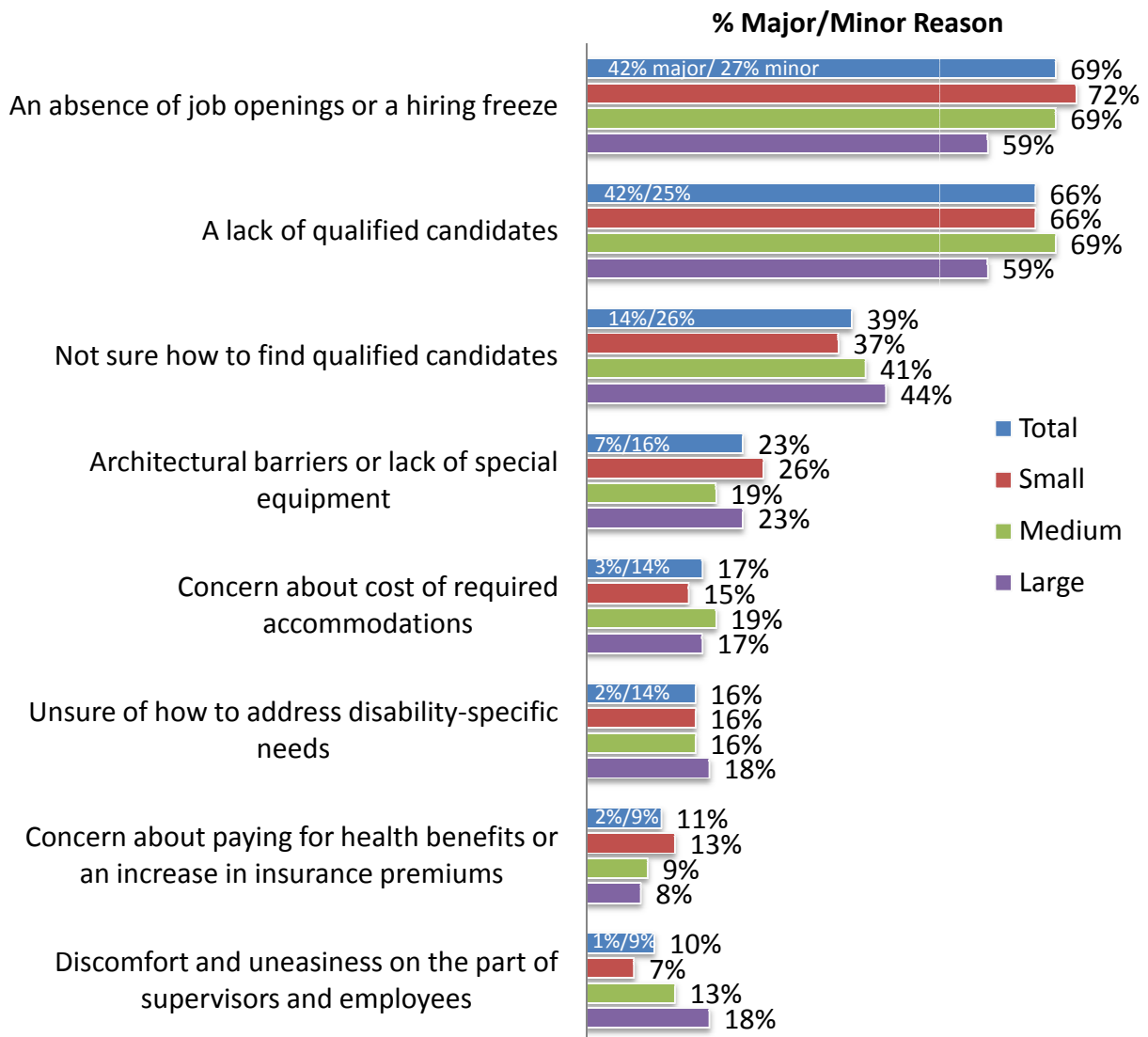


Table 4L
Reasons for Not Hiring People with Disabilities by Company Size

Q840 Please indicate if each of the following is a major reason, a minor reason or not a reason why you haven't hired [more] people with disabilities in the past 3 years, or why you have tried to hire people with disabilities but failed.

Base: Employers (Total, n=411) (Small, n=142) (Medium, n=136) (Large, n=133)



This next section takes a closer look at how employers are recruiting employees with disabilities. Understanding what resources companies use to search for candidates will be helpful to the disability community in their job searches. It will also help the various employment services understand where they are on companies' radars regarding disability hiring.

Employers who have hired at least one person with a disability in the past three years recruit through a variety of methods with employee referrals (70%), friends or word-of-mouth referrals (62%), and online job boards (58%) as the most common. Half (50%) of companies who have hired someone with a disability within the past three years report using some type of service provider: 40% used a non-profit or community-based service provider agency (e.g., Goodwill, The Arc, etc.) and 39% used a state or federal service provider agency (e.g., Vocational Rehabilitation, One-Stop Career Centers, etc.). HR managers are much more likely to report use of these providers (63%) when compared to senior executives (36%) and companies with a person or department dedicated to hiring people with disabilities are especially likely to use community-based agencies (57%). Service providers are used about equally by all companies, regardless of size. Other recruitment efforts include outreach to educational or training institutions (36%), temp agencies (31%), and independent or private recruiters or headhunters (20%). (Table 5A & 5B)

Of the companies who report using service providers, only a third (34%) report that they have been effective, very effective or extremely effective at helping to recruit, hire and retain people with disabilities. Moreover, HR managers are more likely than senior executives to rate their experiences negatively (67% somewhat or not at all effective vs. 51% of senior executives, respectively). All companies, regardless of size, find service providers about equally ineffective. (Table 5E & 5F)

Half (48%) of the employers who did not use a service provider to hire people with disabilities said they do not use the providers because they don't have a need for the services they offer; yet 18% of those who feel they don't need the offerings also say they have not heard of service providers. Smaller companies (61%) especially don't think they have a need for service providers (37% medium and 46% large). Two in five small and large companies (39% and 40%, respectively) have not heard of them (vs. 19% medium). (Table 5G & 5H)

Just over one in ten (13%) say service providers do not provide quality candidates. HR managers (21%) are especially likely to agree with this (vs. 8% senior executives). (Table 5G)

Although half of the companies who don't use them think they have no need for the support offered by service providers, almost two-thirds (63%) say assistance finding qualified candidates would be one of the top two most helpful offerings. Just over half (53%) cite help with matching job descriptions to a specific set of skills (i.e., job sculpting) as one of the two most useful offerings. All companies, regardless of size, are interested in these two offerings: getting help finding candidates (65% small, 61% medium and large) and job sculpting (52% small and medium, 61% large). Another third (32%) of employers selected job-specific training for employees with disabilities. (Table 5I & 5J)

The methods companies are using to recruit people with disabilities correspond with how employees with disabilities say they are finding jobs, according to the **2010 Survey of Americans with Disabilities**. The most common methods employed people with disabilities use include friends, referrals, informal contacts, and online job boards. (Table 5C) Although very few currently employed people with disabilities mentioned using a service provider agency to help them get their job, one quarter (24%) of all people with disabilities – not just those currently employed – reported having used a state, federal, local or non-profit service provider agency at some point in their job search. (Table 5D) This suggests that there may be an opportunity to raise awareness among both employers and people with disabilities on the benefits of service providers.

Table 5A
Recruiting People with Disabilities by Title

Q845 How does your company recruit people with disabilities? Please select all that apply.

Base: Employers (Total, n=411) (HR Mgrs, n=209) (Sr Execs, n=202)

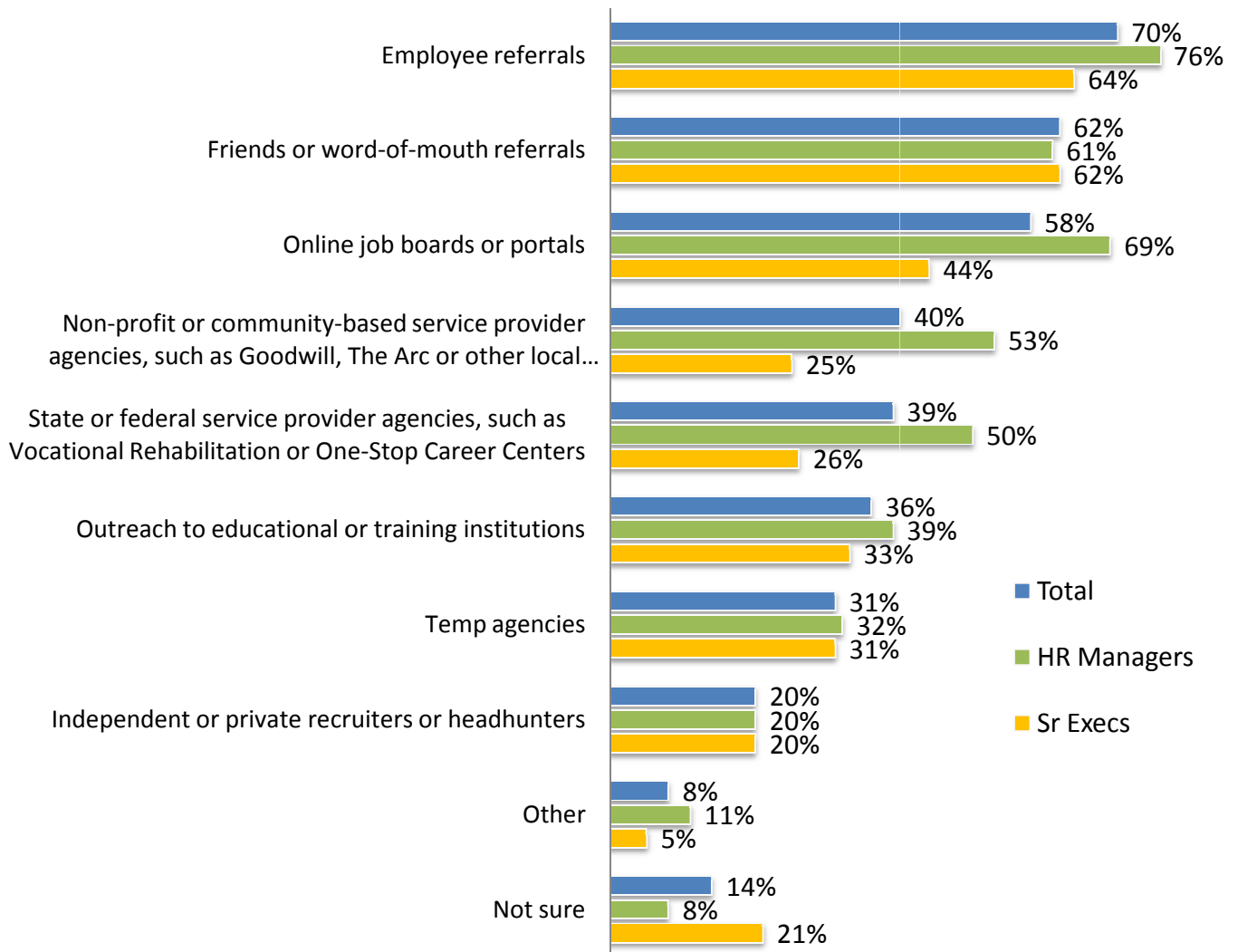


Table 5B
Recruiting People with Disabilities by Company Size

Q845 How does your company recruit people with disabilities? Please select all that apply.

Base: Employers (Total, n=411) (Small, n=142) (Medium, n=136) (Large, n=133)

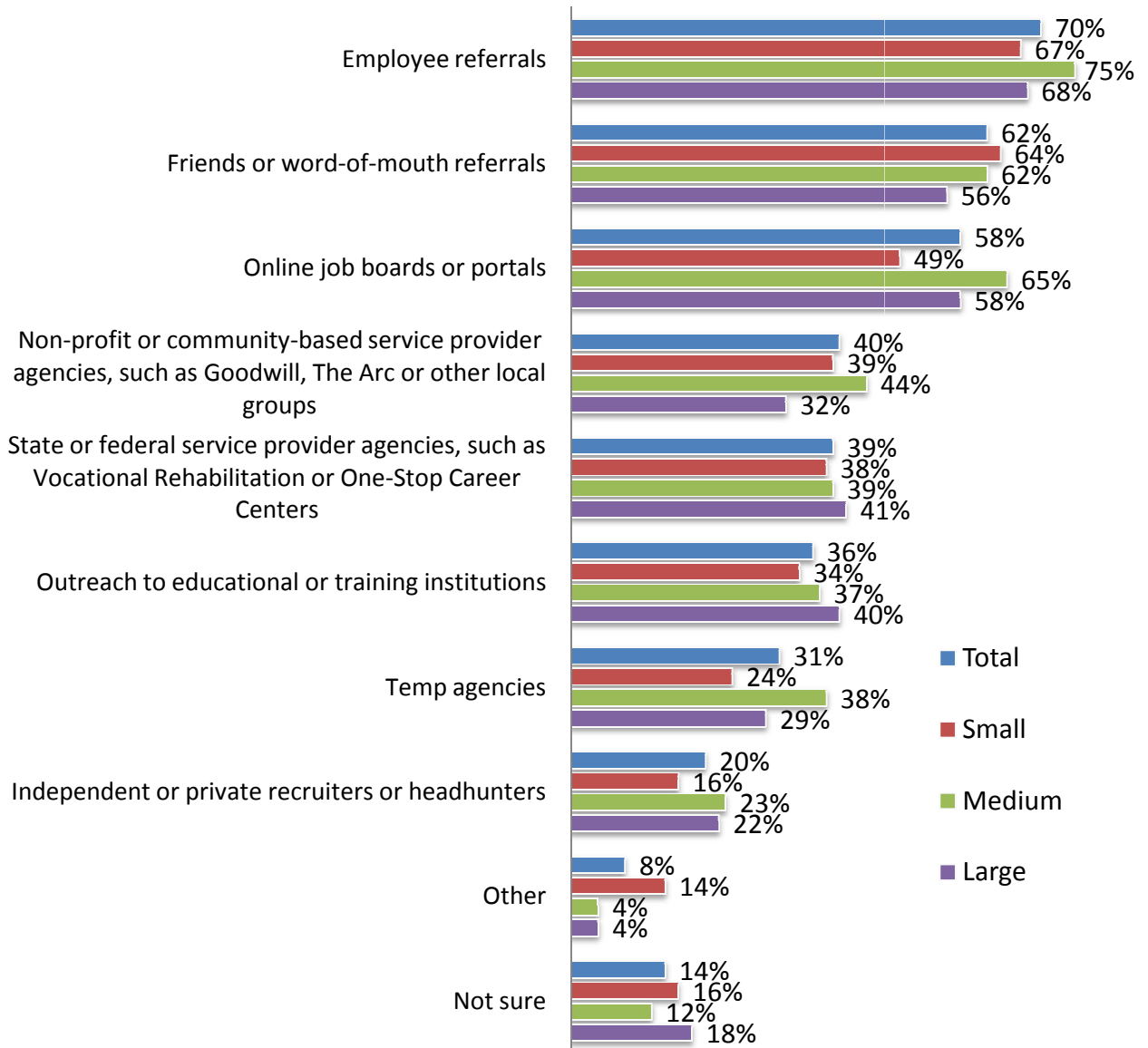


Table 5C*
Job Seeking Sources - Employees with Disabilities

**2010 Survey of Americans with Disabilities*

Q960 Which of the following, if any, did you use to help you get your job?

Base: Employed people with a disability, age 18-64 (n=390)

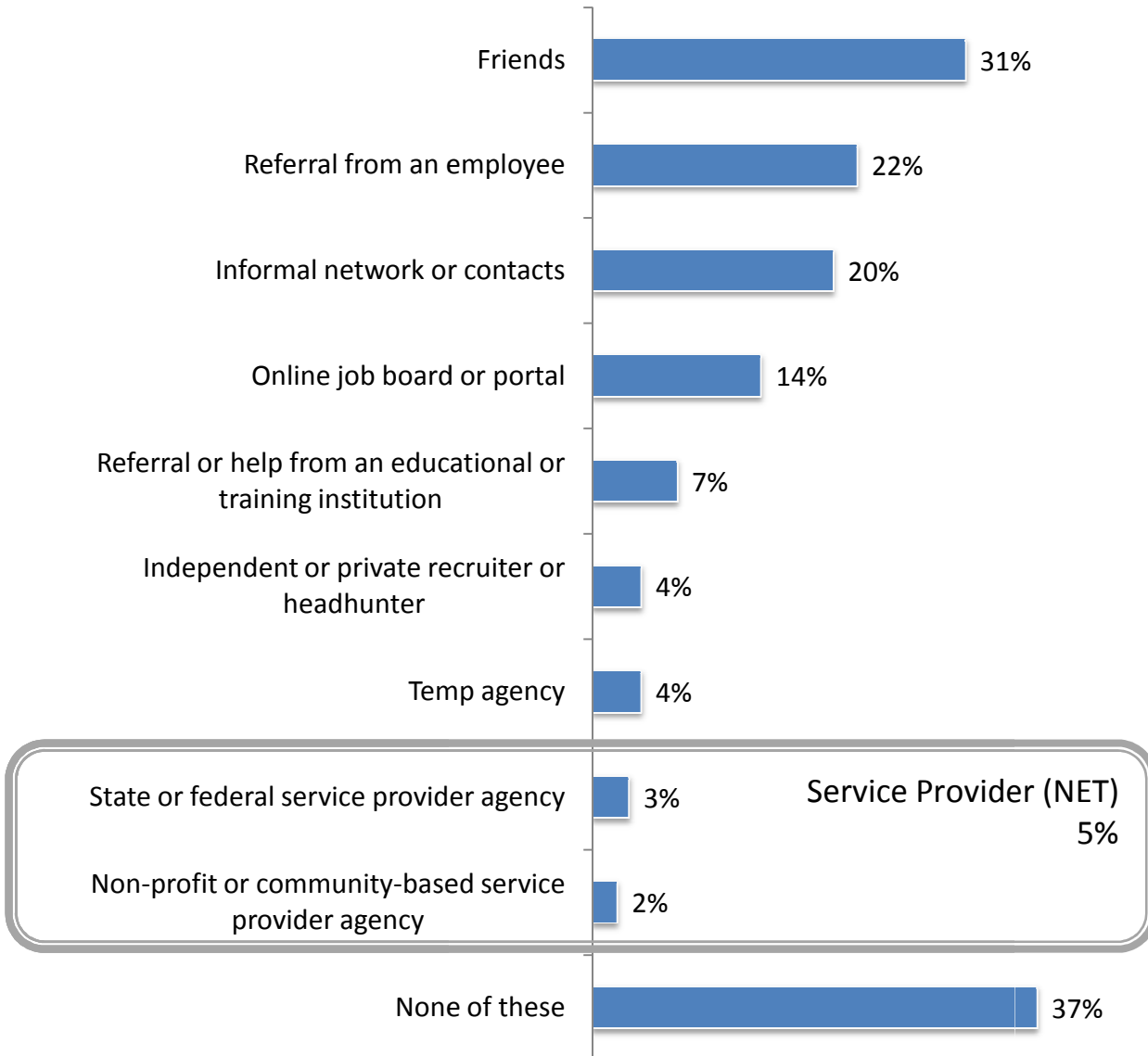


Table 5D*
Use of Employment Services – All People with Disabilities

**2010 Survey of Americans with Disabilities*

Q1005 Thinking about job searches you have done in the past or are currently doing, have you ever used any of the following employment services to find a job?

Base: People with disabilities (n=1,001)

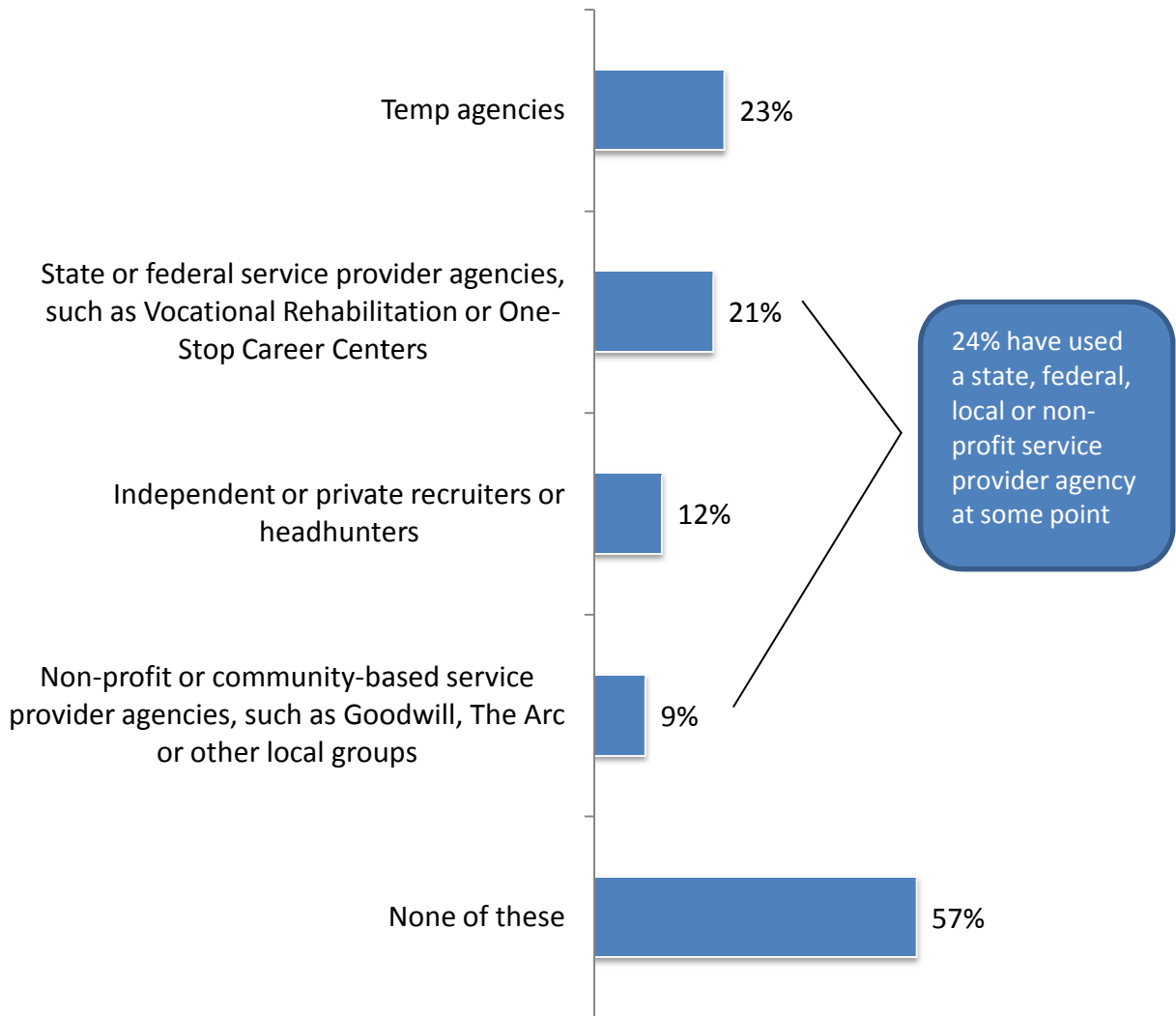


Table 5E
Effectiveness of Service Providers by Title

Q850 Thinking about your previous experiences with non-profit, community-based, state or federal service providers, how effective have they been in recruiting, hiring, and retaining people with disabilities?

Base: Use service providers (Total, n=127) (HR Mgrs, n=87) (Sr Execs, n=40)

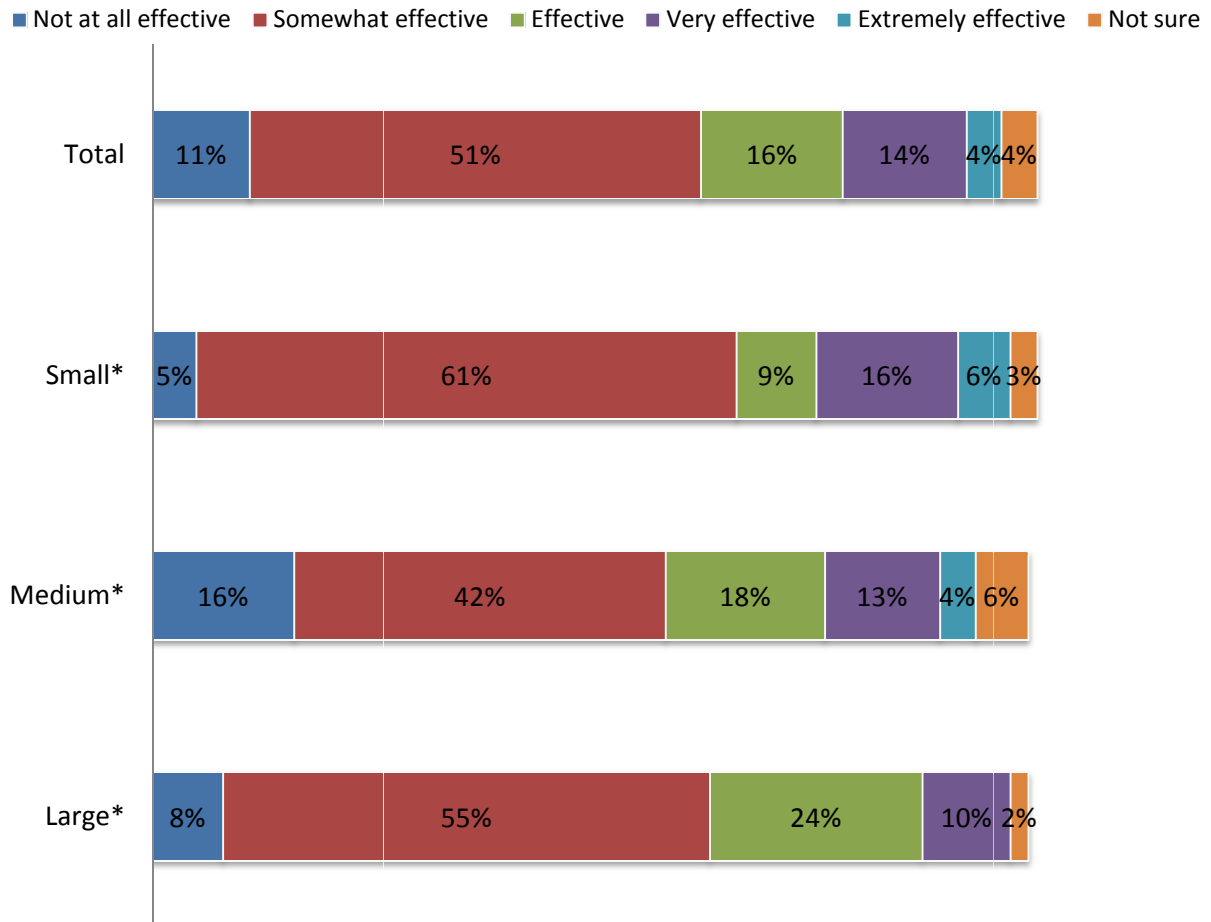


*Note: Small base size

Table 5F
Effectiveness of Service Providers by Company Size

Q850 Thinking about your previous experiences with non-profit, community-based, state or federal service providers, how effective have they been in recruiting, hiring, and retaining people with disabilities?

Base: Use service providers (Total, n=127) (Small, n=32) (Medium, n=47) (large, n=48)



*Note: Small base size

Table 5G
Reasons for Not Using Service Providers by Title

Q855 Why doesn't your company use non-profit, community-based, state or federal service providers to help you hire people with disabilities? Please select all that apply.

Base: Do not use service providers (Total, n=123) (HR Mgrs, n=51) (Sr Execs, n=72)

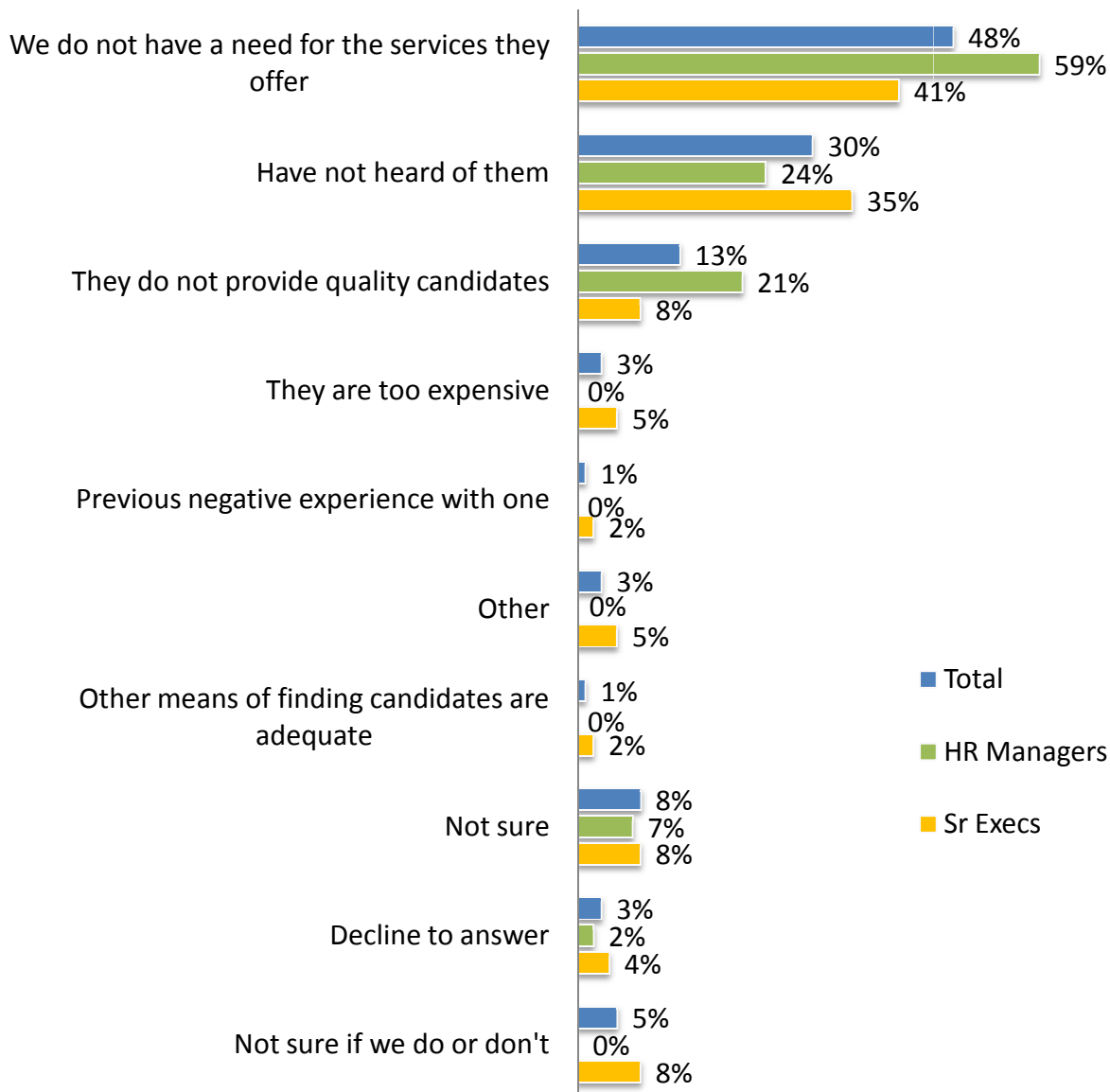
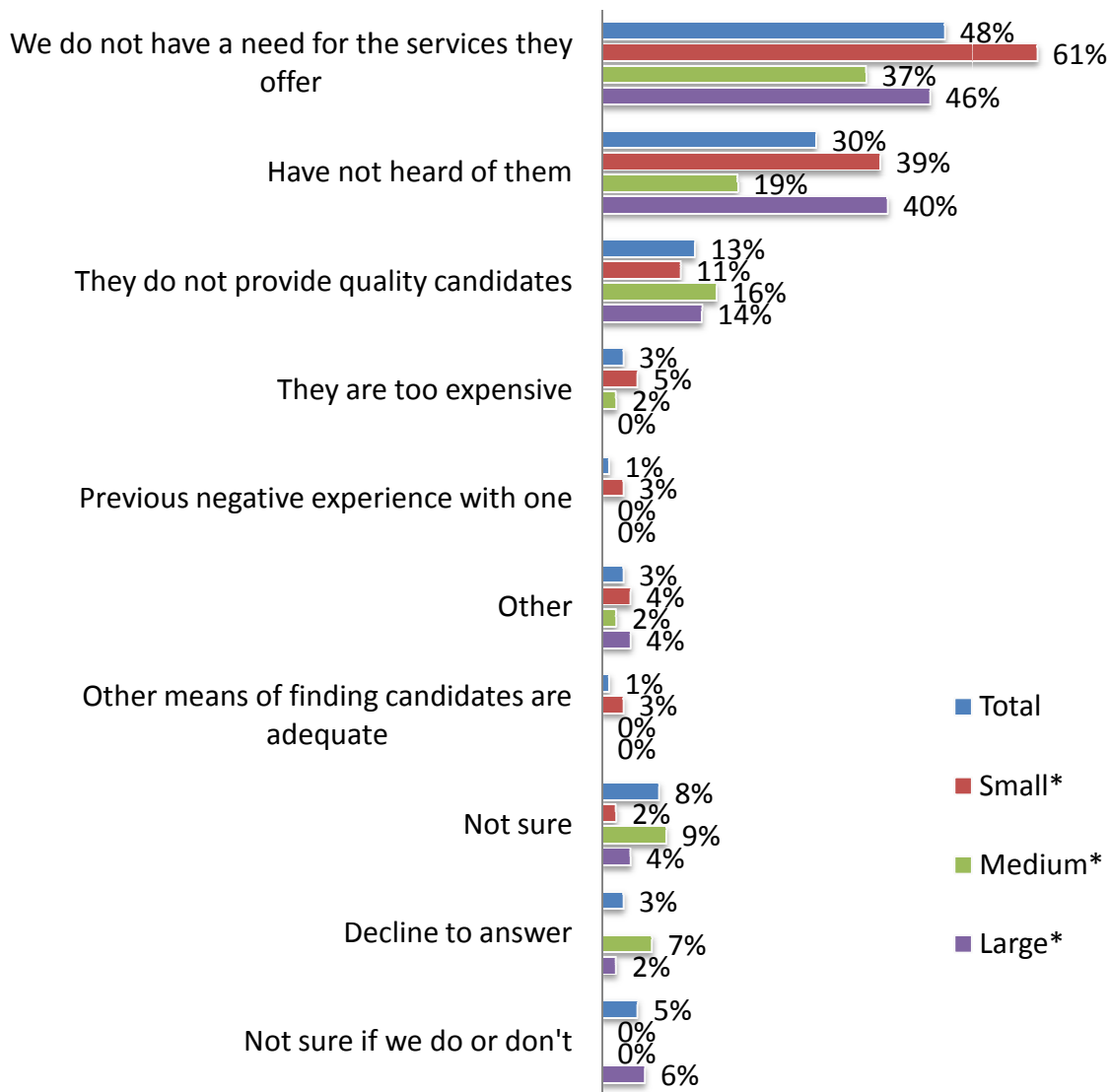


Table 5H
Reasons for Not Using Service Providers by Company Size

Q855 Why doesn't your company use non-profit, community-based, state or federal service providers to help you hire people with disabilities? Please select all that apply.

Base: Do not use service providers (Total, n=123) (Small, n=30) (Medium, n=44) (Large, n=49)



*Note: Small base size

Table 5I
Helpful Service Provider Offerings by Title

Q860 Below is a list of various services that non-profit, community-based, state and federal service providers offer. Which two of the following services would be the most helpful to your company for hiring people with disabilities?

Base: Employers (Total, n=411) (HR Mgrs, n=209) (Sr Execs, n=202)

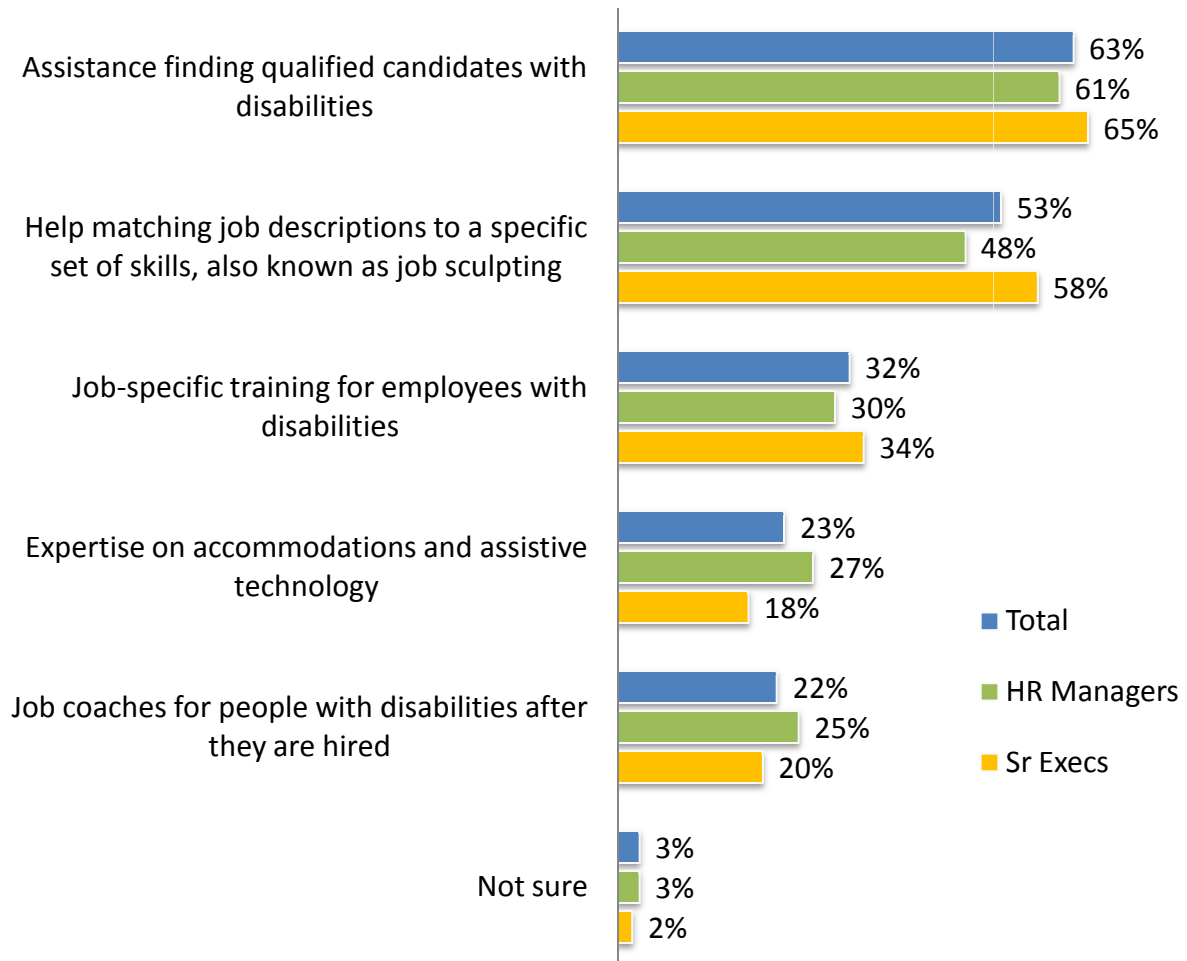
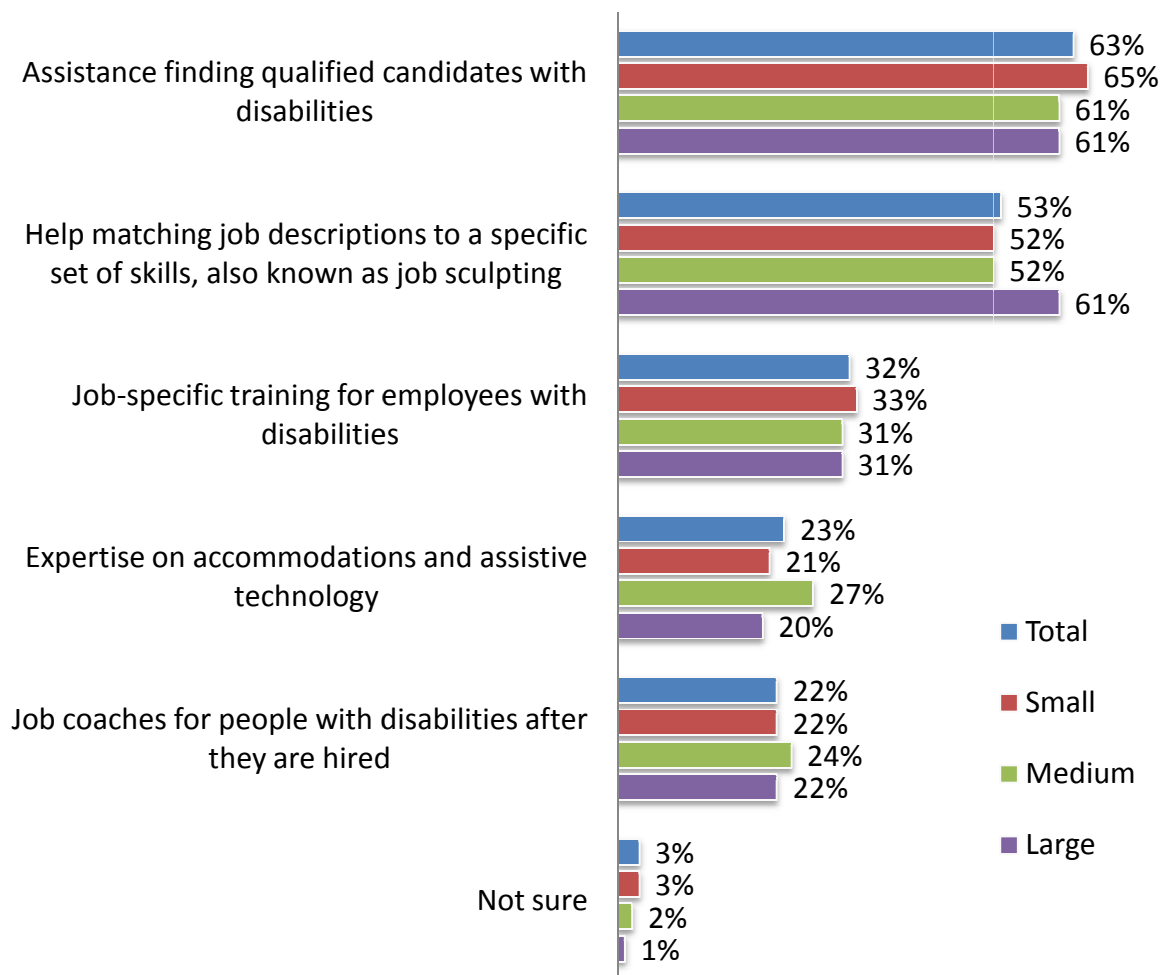


Table 5J
Helpful Service Provider Offerings by Company Size

Q860 Below is a list of various services that non-profit, community-based, state and federal service providers offer. Which two of the following services would be the most helpful to your company for hiring people with disabilities?

Base: Employers (Total, n=411) (Small, n=142) (Medium, n=136) (Large, n=133)



Almost all companies today (97%) are offering their employees at least one benefit or flexible workplace arrangement and many are offering a variety. Flextime scheduling (68%), workstation consultancy (60%), mentoring programs (58%), and flexible holidays or earned time programs (56%) are the most common workplace arrangement offerings from the list we asked about. Telecommuting (52%), flexible internal training methods to accommodate different learning styles (52%), compressed work weeks (39%) and job sculpting (36%) are also relatively common offerings. Phased retirement options (22%) and on-site daycare or an allowance for daycare (10%) are the least common. Perhaps not surprising, the larger companies are more likely to offer the various arrangements. However, the smallest companies (43%) are the most likely to offer a form of job sculpting (vs. 27% of medium and 36% of large companies). (Table 6A & 6B)

It is not obvious to a significant minority (35%) of managers and executives which benefits or flexible workplace arrangements are used the most by employees with disabilities. Of those who claim to know, the most common is flextime scheduling (32%), followed by consultation and equipment available for ergonomically designed workstations (22%). There are not major differences by size of company. (Table 6C & 6D)

According to employees with disabilities in the **2010 Survey of Americans with Disabilities**, the most widely used arrangements are flexible holidays or earned time programs (40%) and flextime scheduling (36%). One-in-five (20%) say that they have received consultation or equipment for ergonomically designed workstations and 19% have negotiated their job description to emphasize their strengths (i.e., job sculpting). (Table 6E)

Of those employers who can report on their employees' usage of flexible workplace arrangements, most say it is comparable between employees with and without disabilities: 47% report that the usage is the same, 14% say employees with disabilities take advantage of the arrangements more often and just 4% say the usage is less among employees with disabilities. Another third (34%) are unsure. Larger companies (47%) are the most likely not to state how the usage of the arrangement compares between workers with and without disabilities (vs. 35% of medium and 31% of small companies). Interestingly, companies with a disability policy or program (23%) are more likely than those without one (13%) to say that their employees with disabilities use the flexible workplace arrangements more. (Table 6F & 6G)

HR managers and executives agree that for the most part employees with disabilities are similar to those without disabilities when it comes to job skills and workplace behavior. Large majorities say employees with disabilities have the same ability to acquire new skills (81%) as employees without disabilities. Most also believe they have the same absenteeism rates (71%) and flexibility to adapt to new situations (67%). The biggest differences are seen in dedication and turnover: a third perceives employees with disabilities to be more dedicated (35%) and less likely to leave the job (33%). Managers in corporations whose workforce is comprised of more than 5% of people with disabilities are especially more likely to say that their employees with disabilities are dedicated (52% vs. 35%). Perceptions are similar across all sized companies with the exception that 44% of large companies report less turnover among their employees with disabilities (vs. 31% of small companies and 32% of medium companies). (Table 6H & 6I)

Over one third (36%) of employers mention attitude as a differentiator of employees with disabilities who are successful. This includes motivation/drive (10%), a positive can-do attitude (8%), and a desire to succeed (8%), among other positive attitudinal traits. Three in ten (29%) mention skill-related attributes such as work ethic (7%), an ability to learn the requirements for the job (6%), and adaptability (5%). Another 8% specifically cited support that the employer themselves provide on the job. One in ten (11%) pointed out that it is the same characteristics

as employees without disabilities - such as a positive attitude and good work ethic - that make people with disabilities successful. (Table 6J)

Three in five (62%) perceive the cost of hiring a person with a disability, including healthcare, accommodations, and general management costs, to be the same as hiring a person without a disability. Most of the remaining executives and managers (35%) perceive the costs to be somewhat or much more expensive. Just 2% say the costs are less expensive. Perceptions of the cost of hiring a person with a disability are similar across all company sizes. (Table 6K & 6L)

Table 6A
Flexible Workplace Arrangements by Title

Q900 Which of the following arrangements or benefits, if any, do you offer to your employees?

Base: Employers (Total, n=411) (HR Mgrs, n=209) (Sr Execs, n=202)

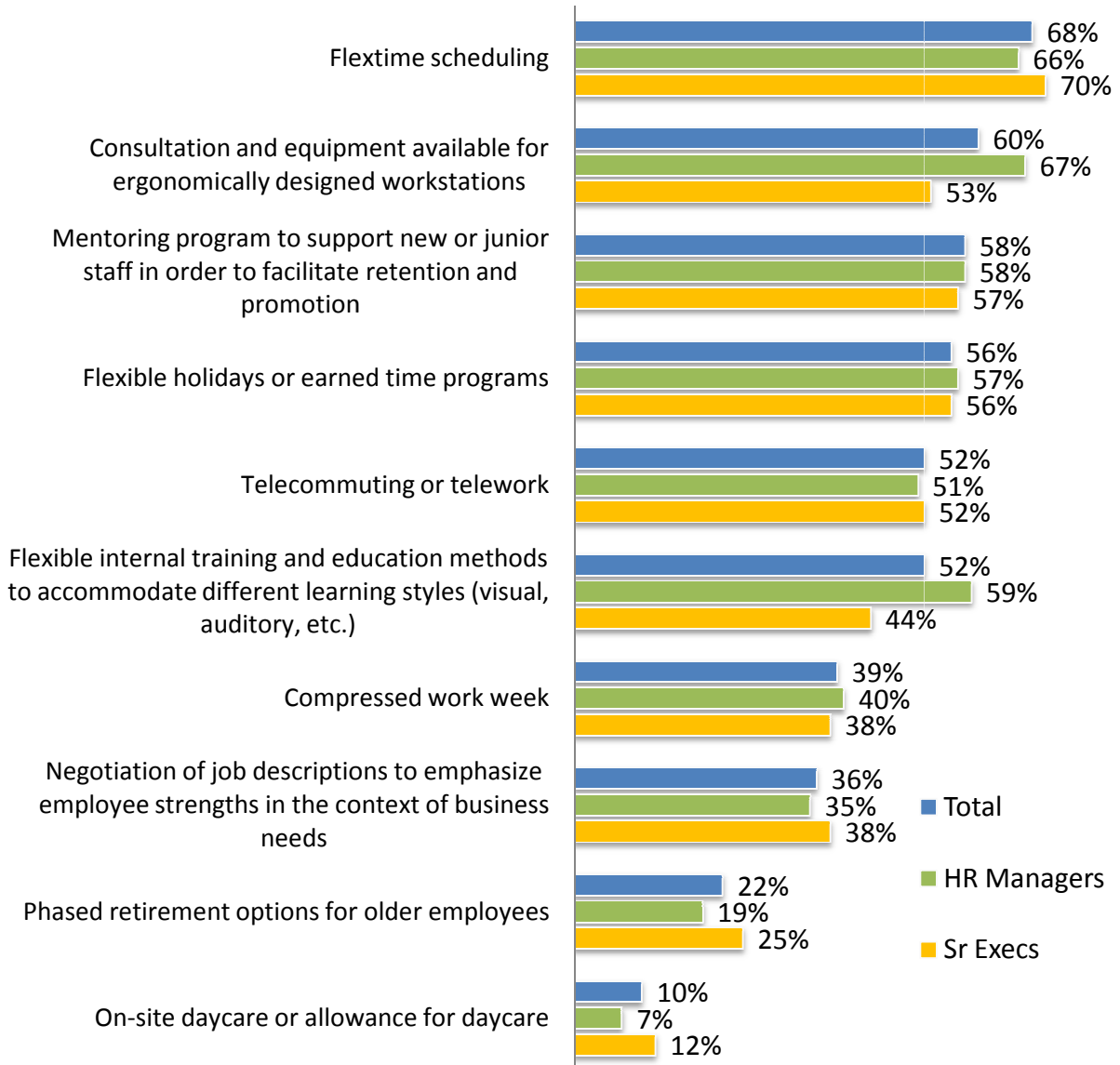


Table 6B
Flexible Workplace Arrangements by Company Size

Q900 Which of the following arrangements or benefits, if any, do you offer to your employees?

Base: Employers (Total, n=411) (Small, n=142) (Medium, n=136) (Large, n=133)

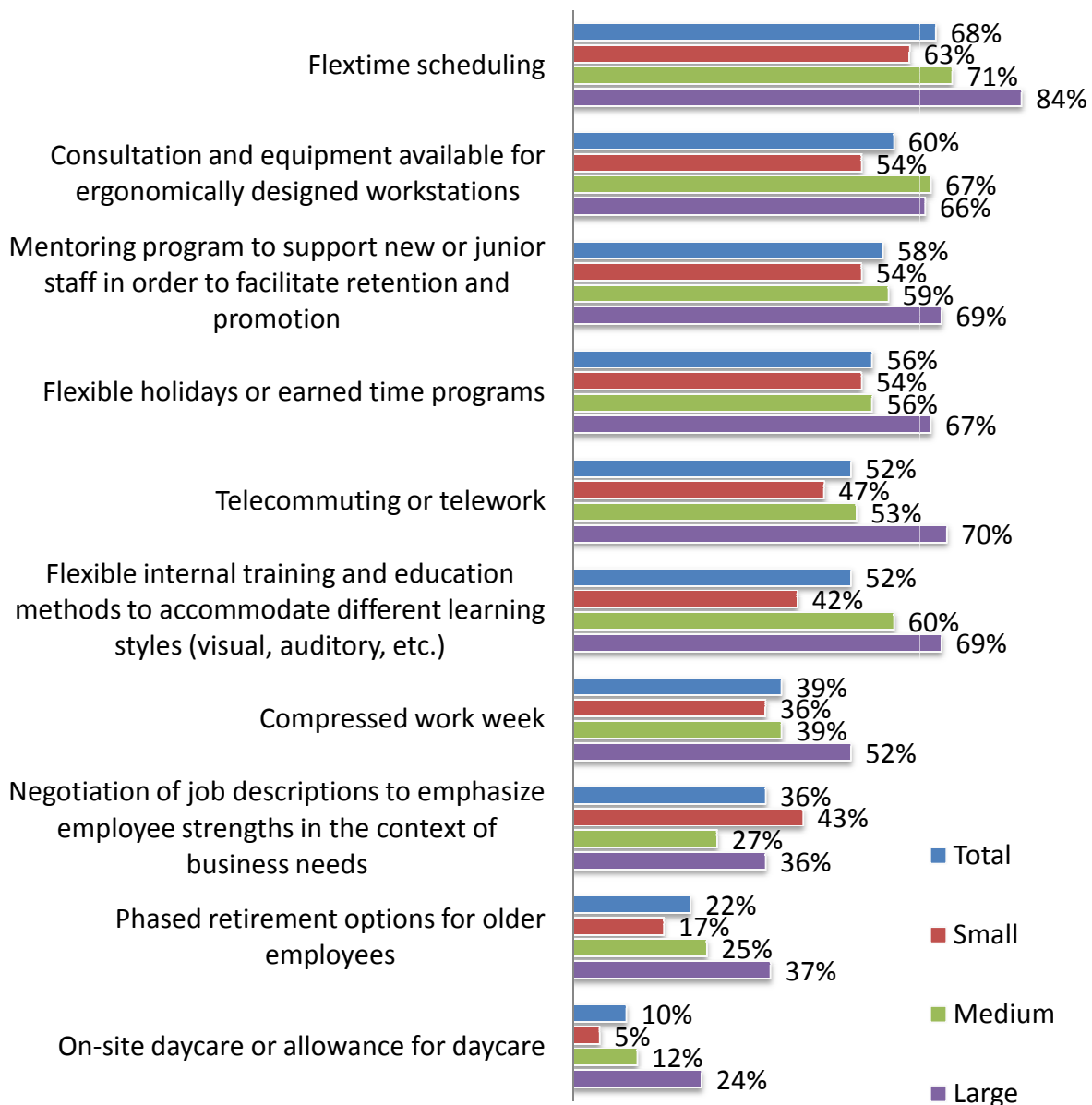


Table 6C
Usage of Flexible Workplace Arrangements by Title

Q905 Which two of the following arrangements or benefits do your employees with disabilities use most?

Base: Offers multiple flex workplace options (Total, n=373) (HR Mgrs, n=191) (Sr Execs, n=182)

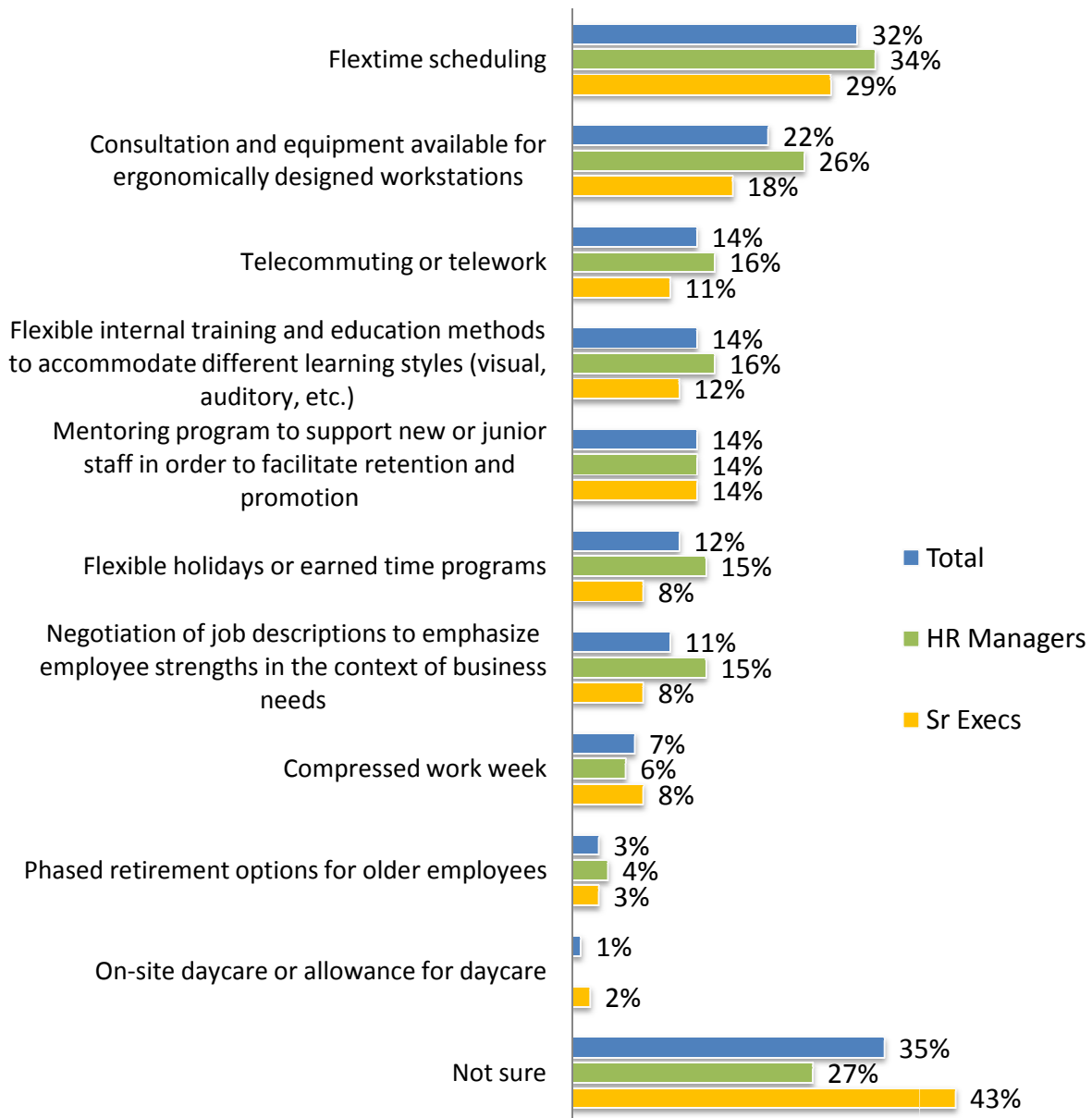


Table 6D
Usage of Flexible Workplace Arrangements by Company Size

Q905 Which two of the following arrangements or benefits do your employees with disabilities use most?

Base: Offers multiple flex workplace options (Total, n=373) (Small, n=123) (Medium, n=123) (Large, n=127)

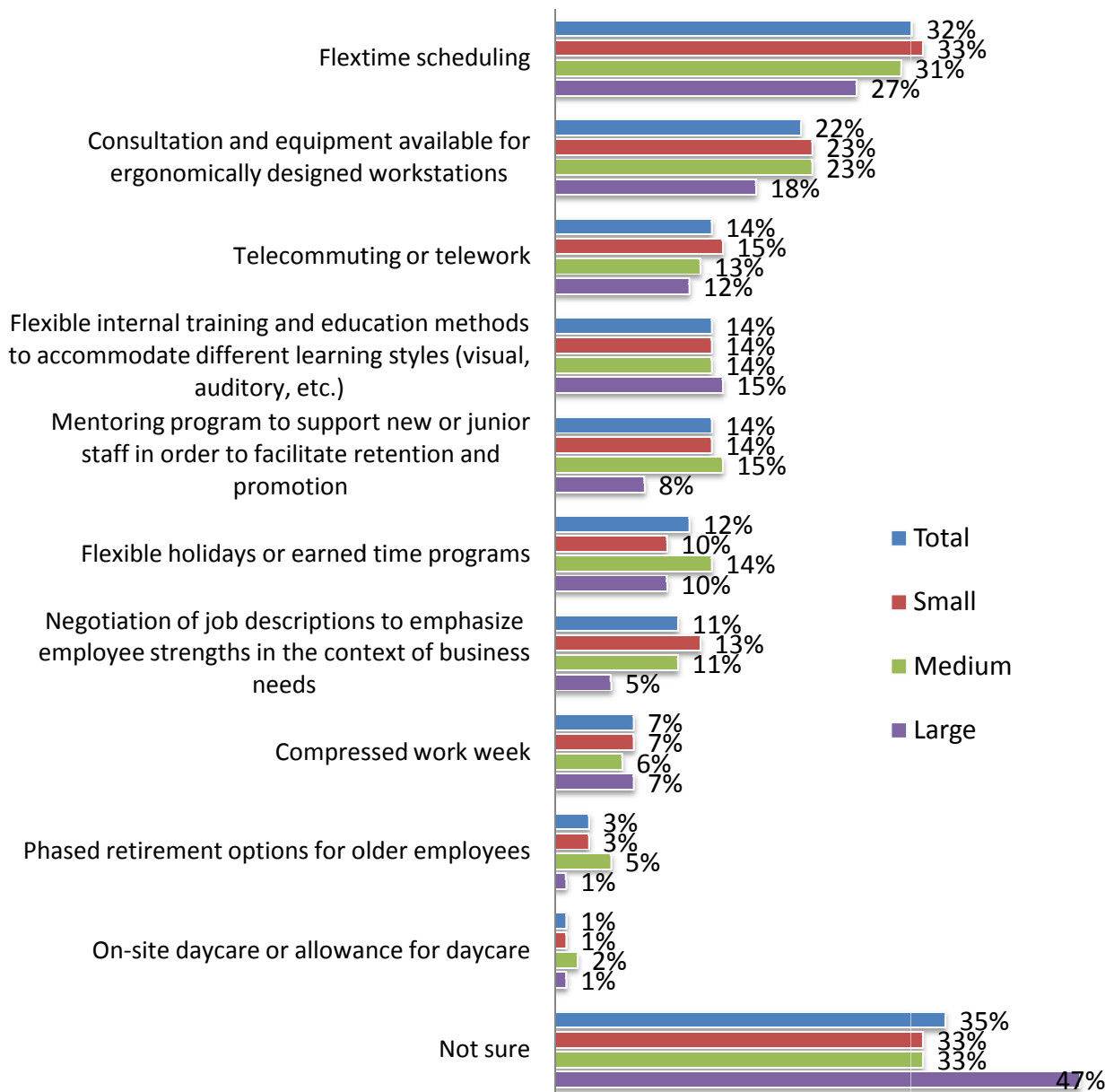


Table 6E*
Usage of Flexible Workplace Arrangements – Employees with Disabilities

**2010 Survey of Americans with Disabilities*

Q975 Which of the following workplace arrangements or benefits, if any, do you use?

Base: Employed respondents with a disability, age 18-64 (n=390)

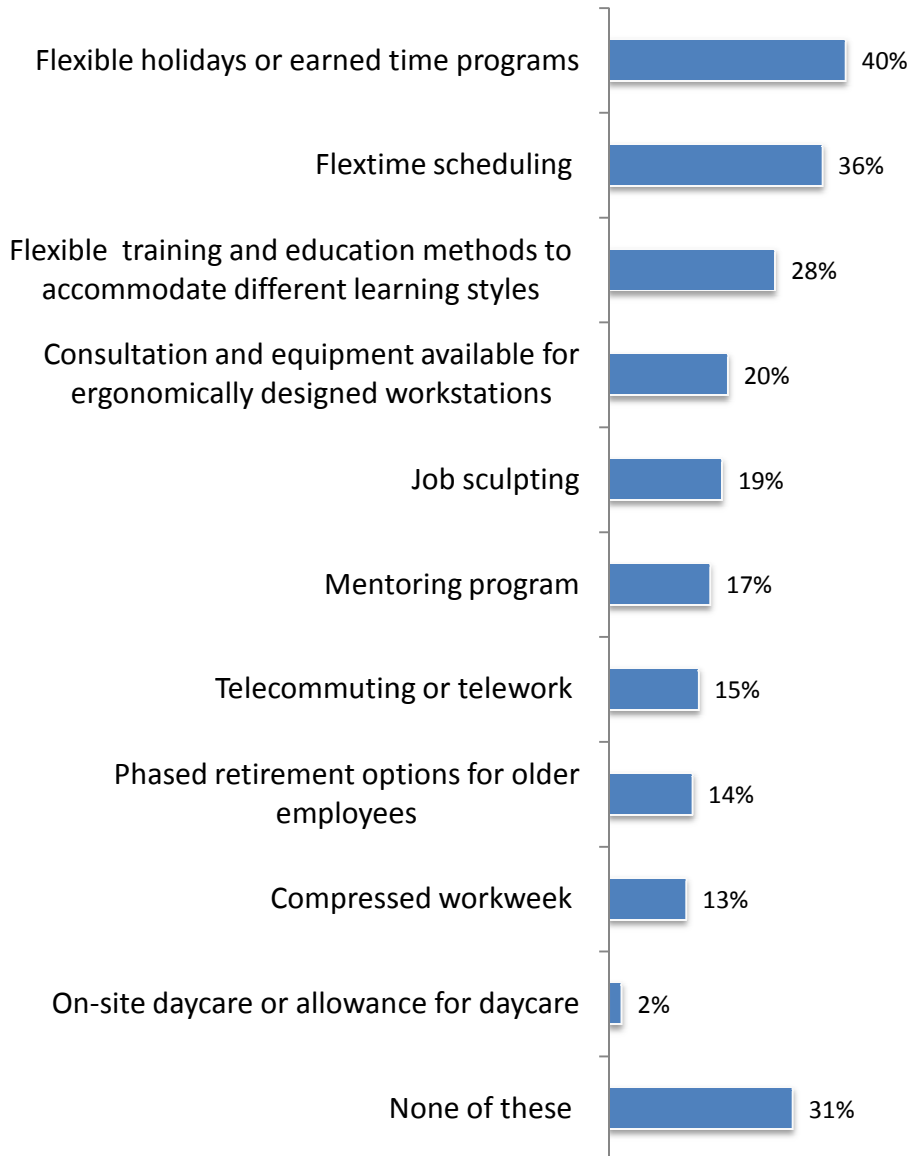


Table 6F
Flexible Workplace Arrangements Comparison by Title

Q910 How does the usage of the flexible workplace arrangements by employees with disabilities compare to that of employees without disabilities? Employees with disabilities use the arrangements...

Base: Offers at least one flex workplace option (Total, n=398) (HR Mgrs, n=204) (Sr Execs, n=194)

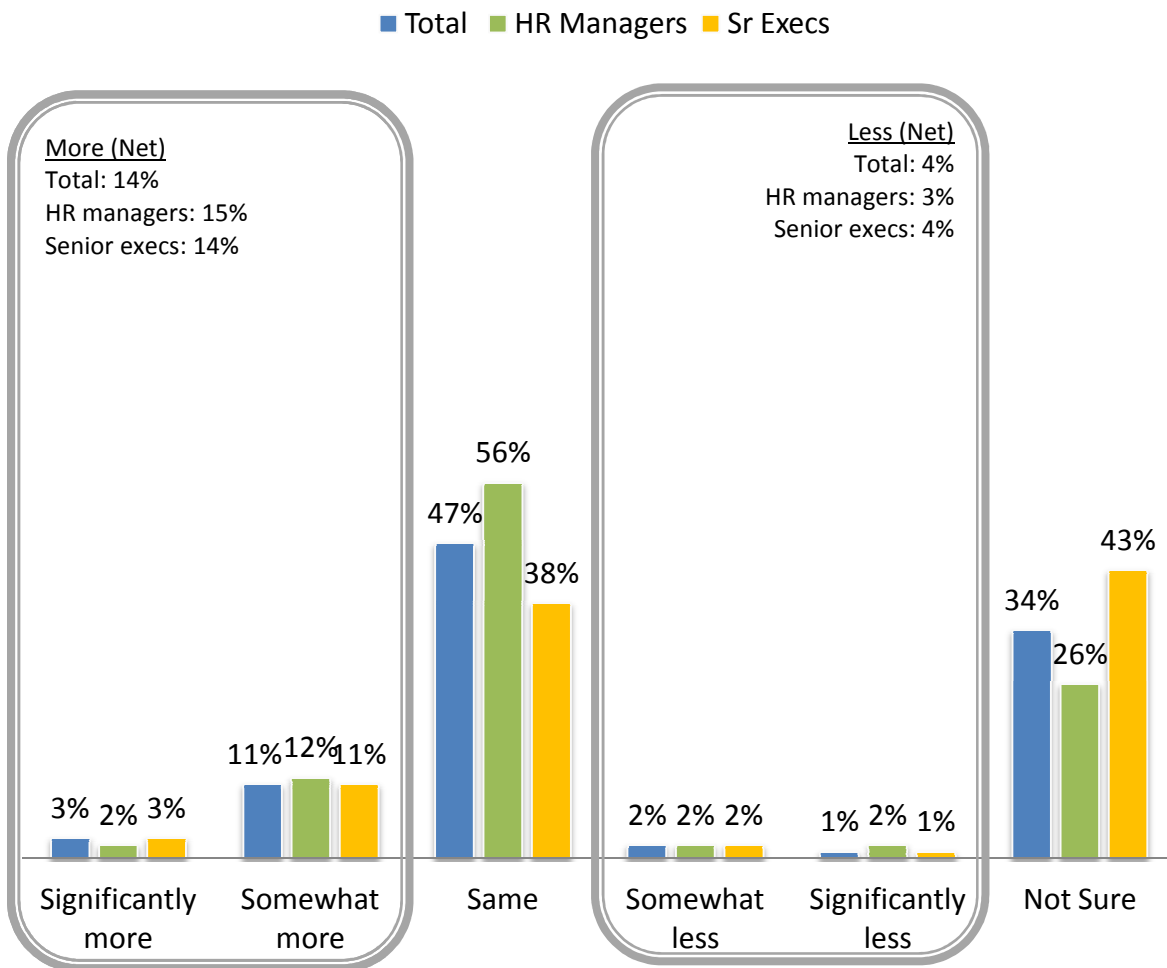


Table 6G
Flexible Workplace Arrangements Comparison by Comparison

Q910 How does the usage of the flexible workplace arrangements by employees with disabilities compare to that of employees without disabilities? Employees with disabilities use the arrangements...

Base: Offers at least one flex workplace option (Total, n=398) (Small, n=136) (Medium, n=131) (Large, n=131)

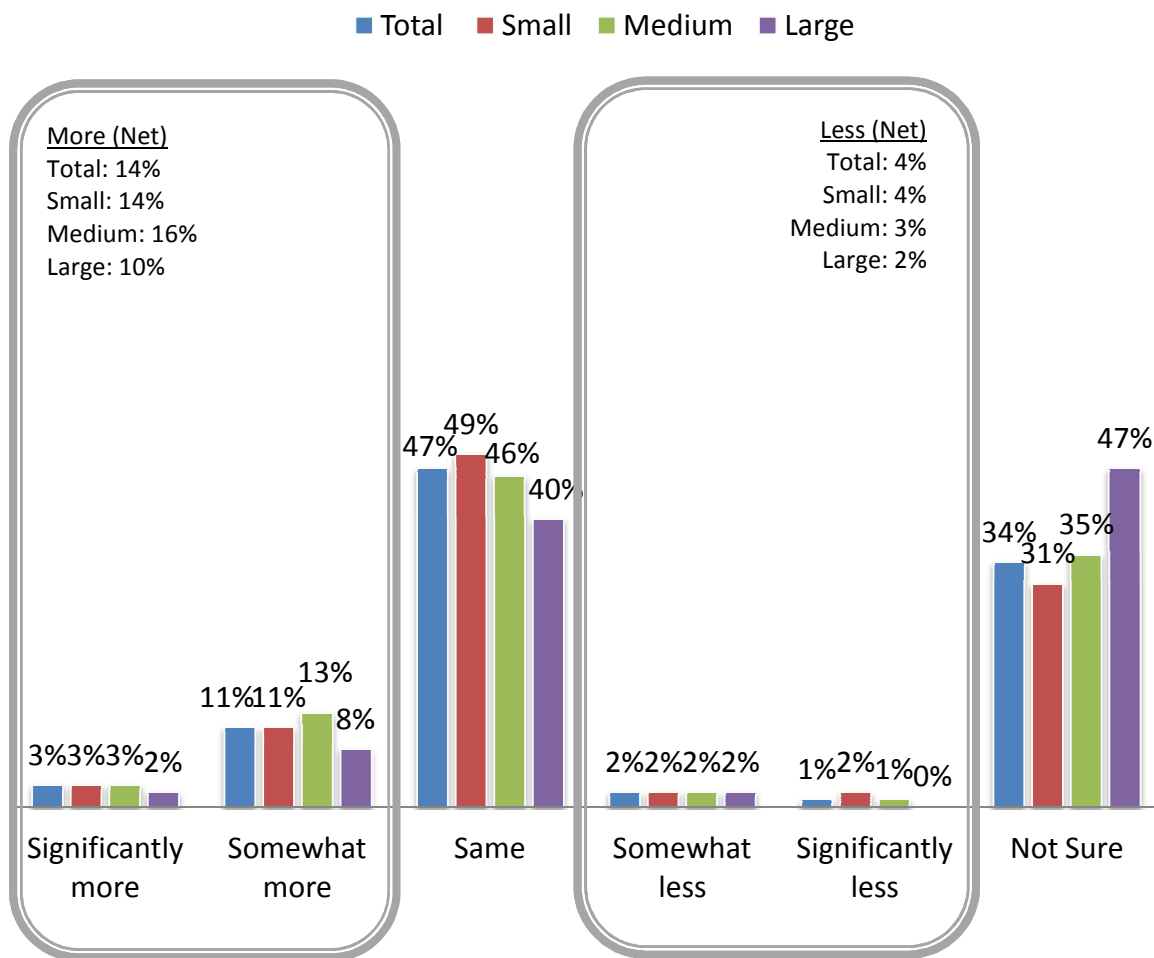
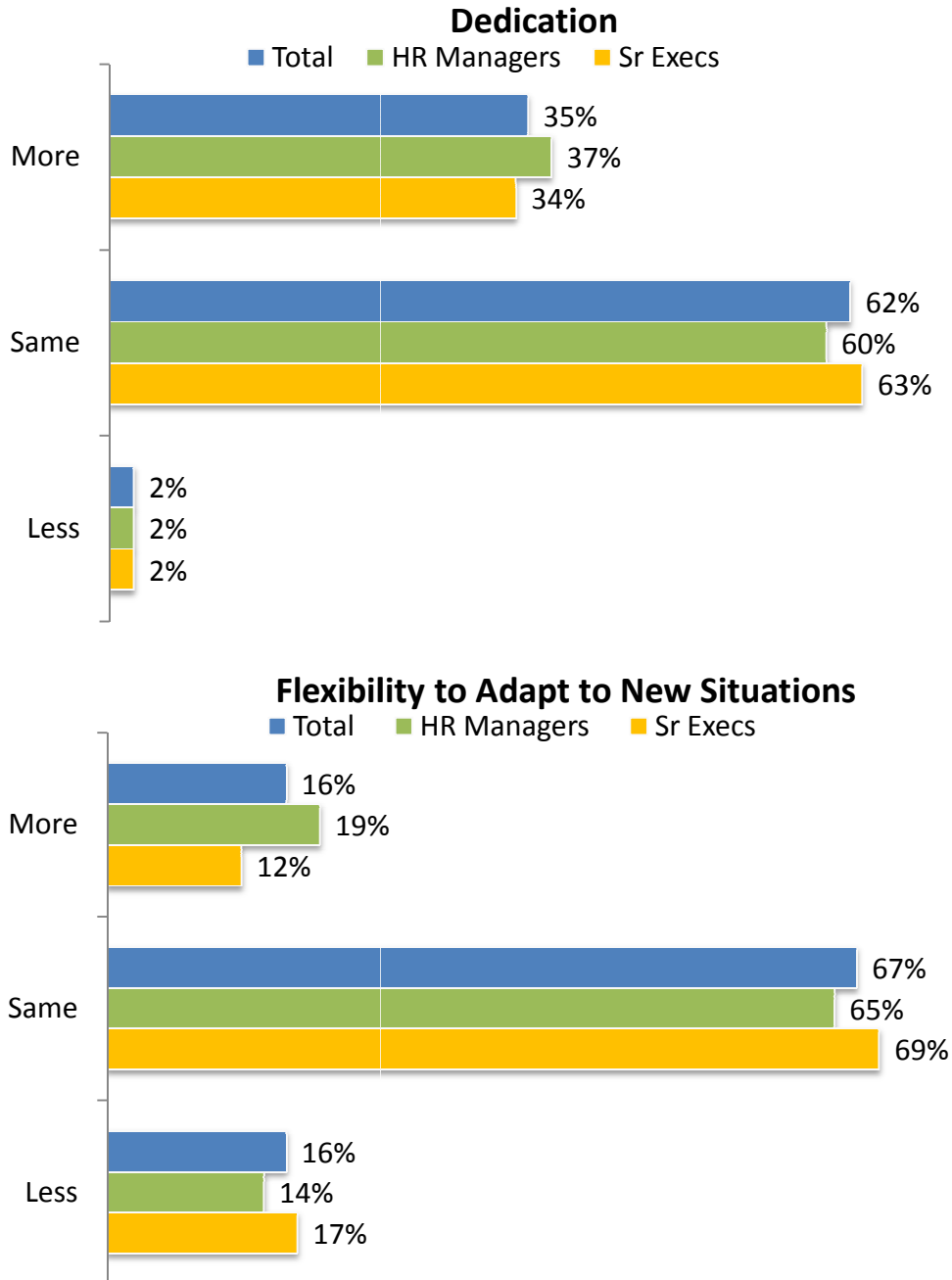
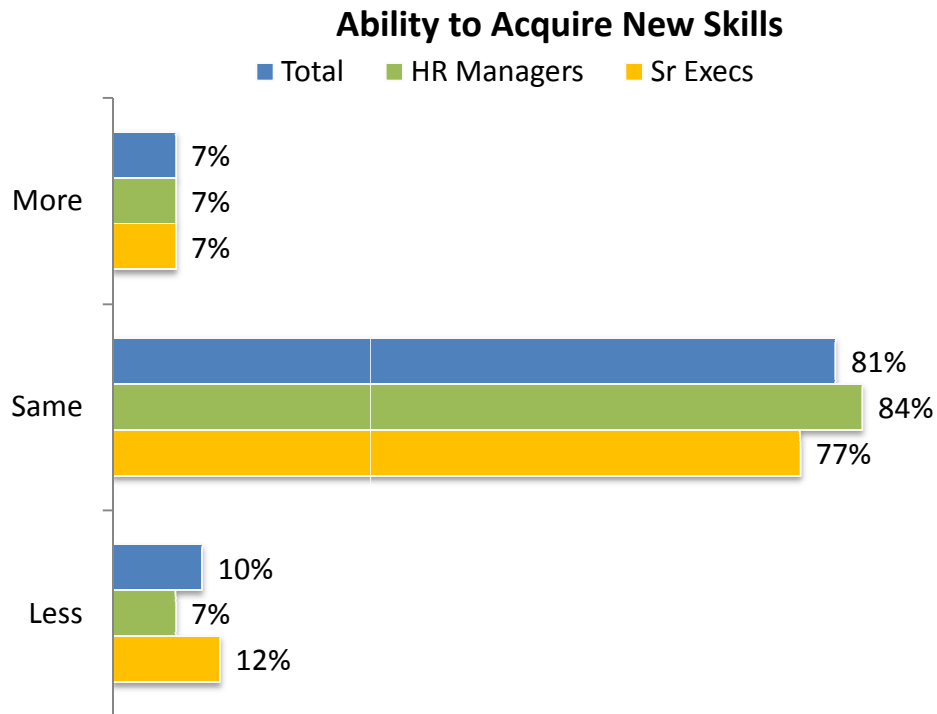
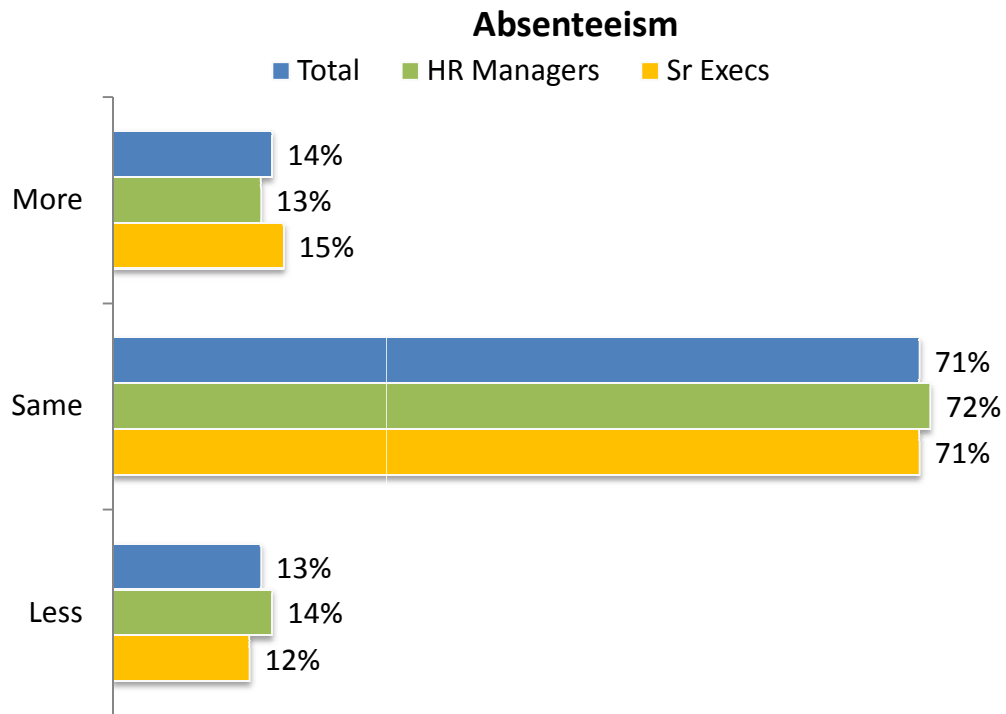


Table 6H
Employees with and without Disabilities Comparison by Title

Q1000 For each of the following, please indicate if you think employees with disabilities have more, less, or about the same as compared to employees without disabilities.

Base: Employers (Total, n=411) (HR Mgrs, n=209) (Sr Execs, n=202)





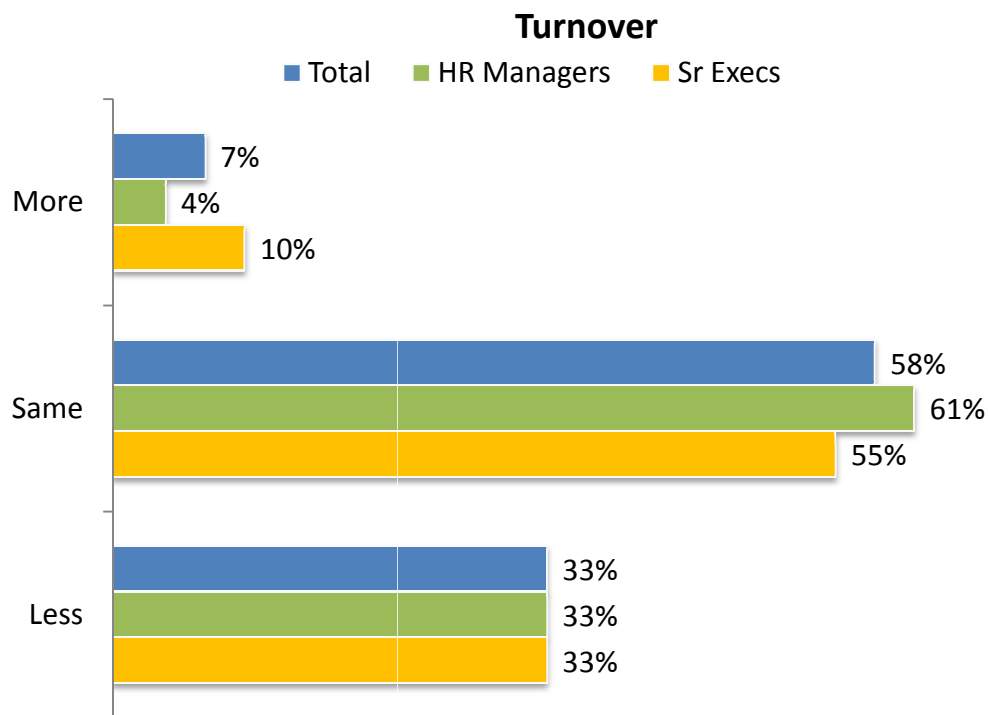
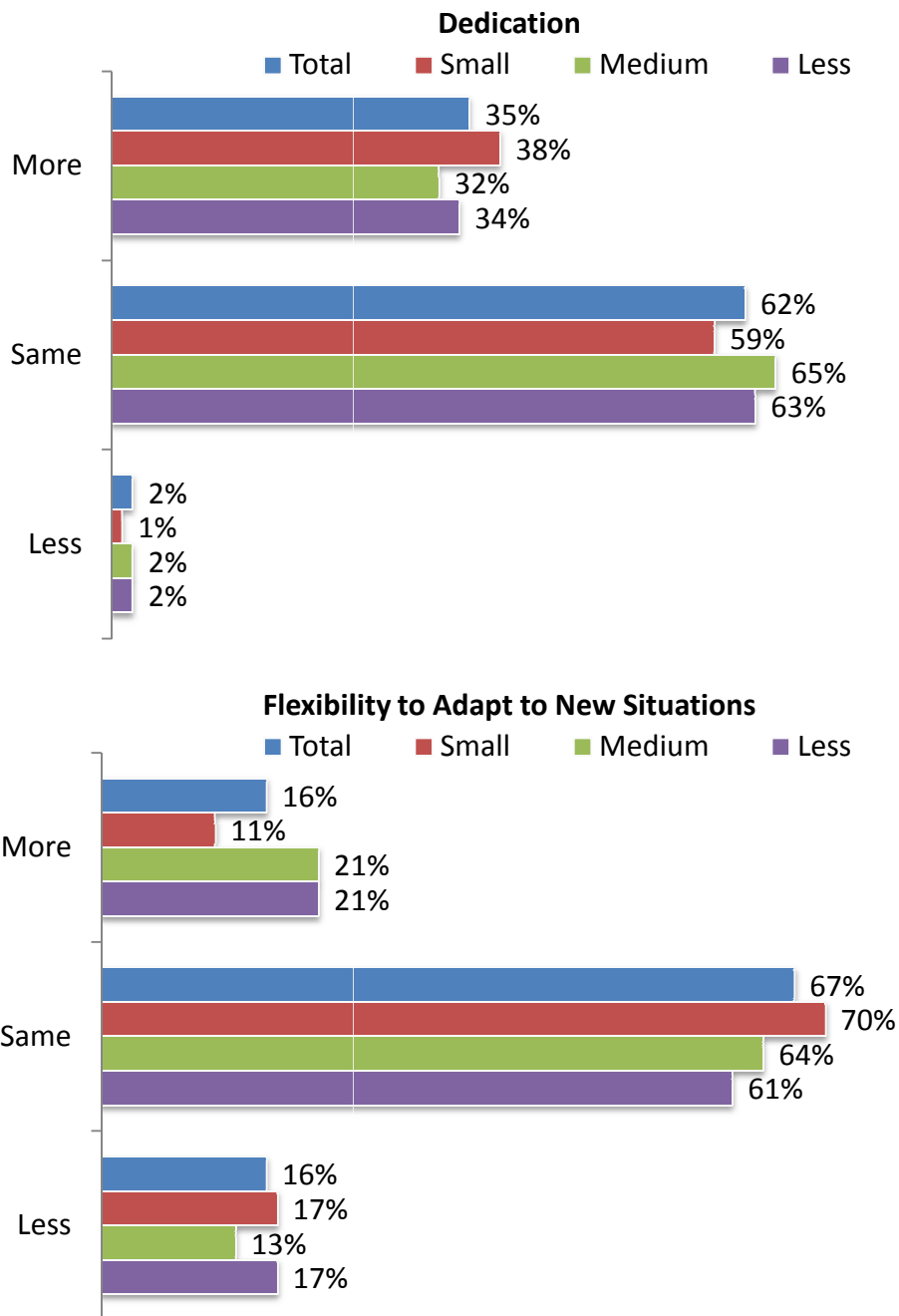
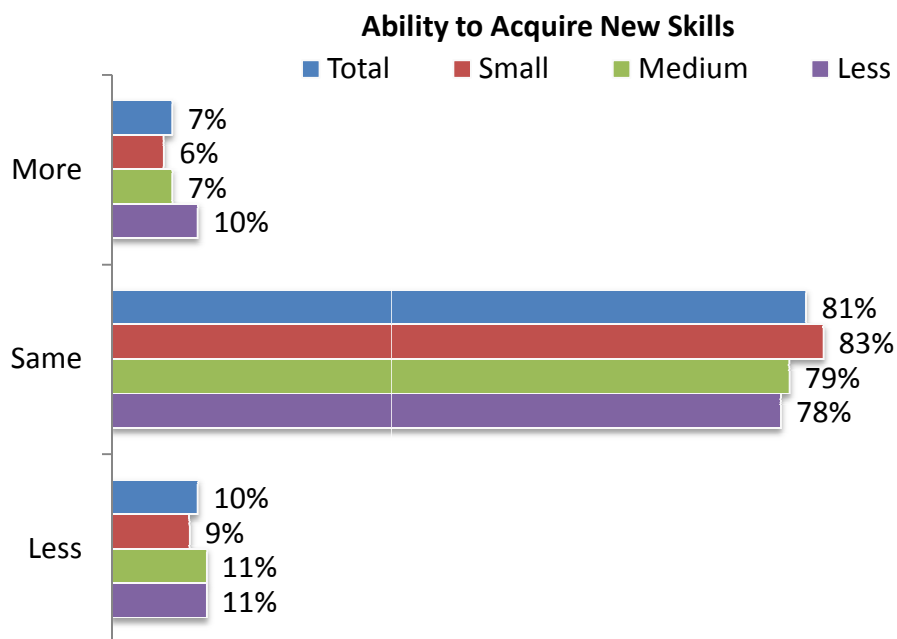
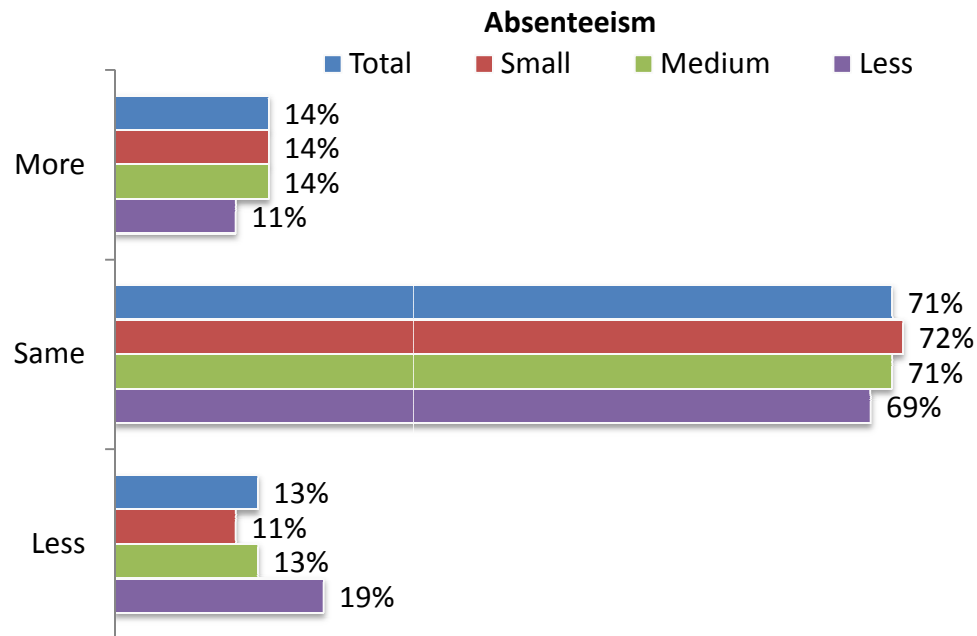


Table 6I
Employees with and without Disabilities Comparison by Company Size

Q1000 For each of the following, please indicate if you think employees with disabilities have more, less, or about the same as compared to employees without disabilities.

Base: Employers (Total, n=411) (Small, n=142) (Medium, n=136) (Large, n=133)





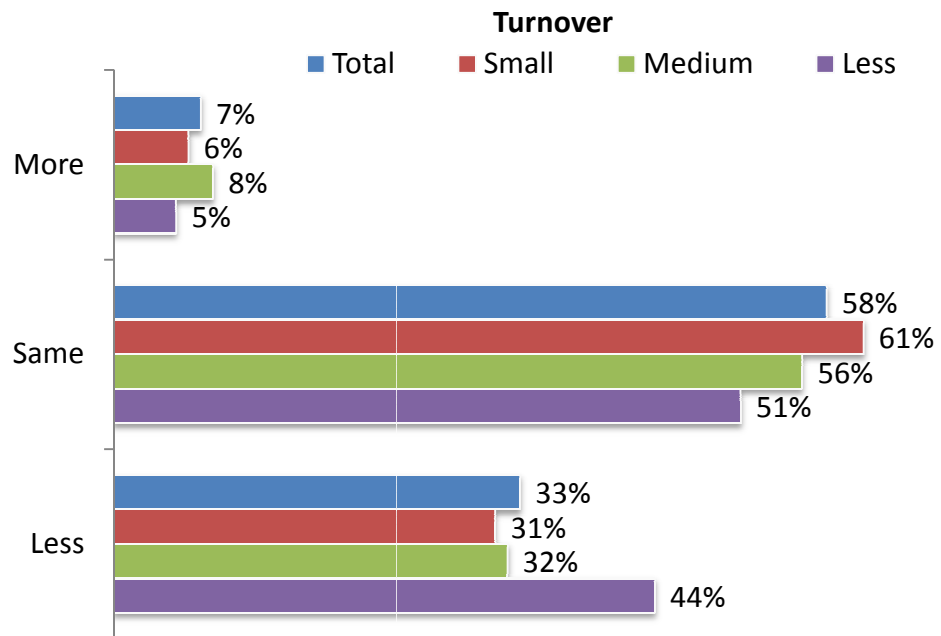


Table 6J
Differentiators of Successful Employees with Disabilities by Title

Q1005 Thinking about your employees with disabilities, what would you say differentiates those who succeed from those who do not succeed?

Base: Employers (Total, n=411) (HR Mgrs, n=209) (Sr Execs, n=202)

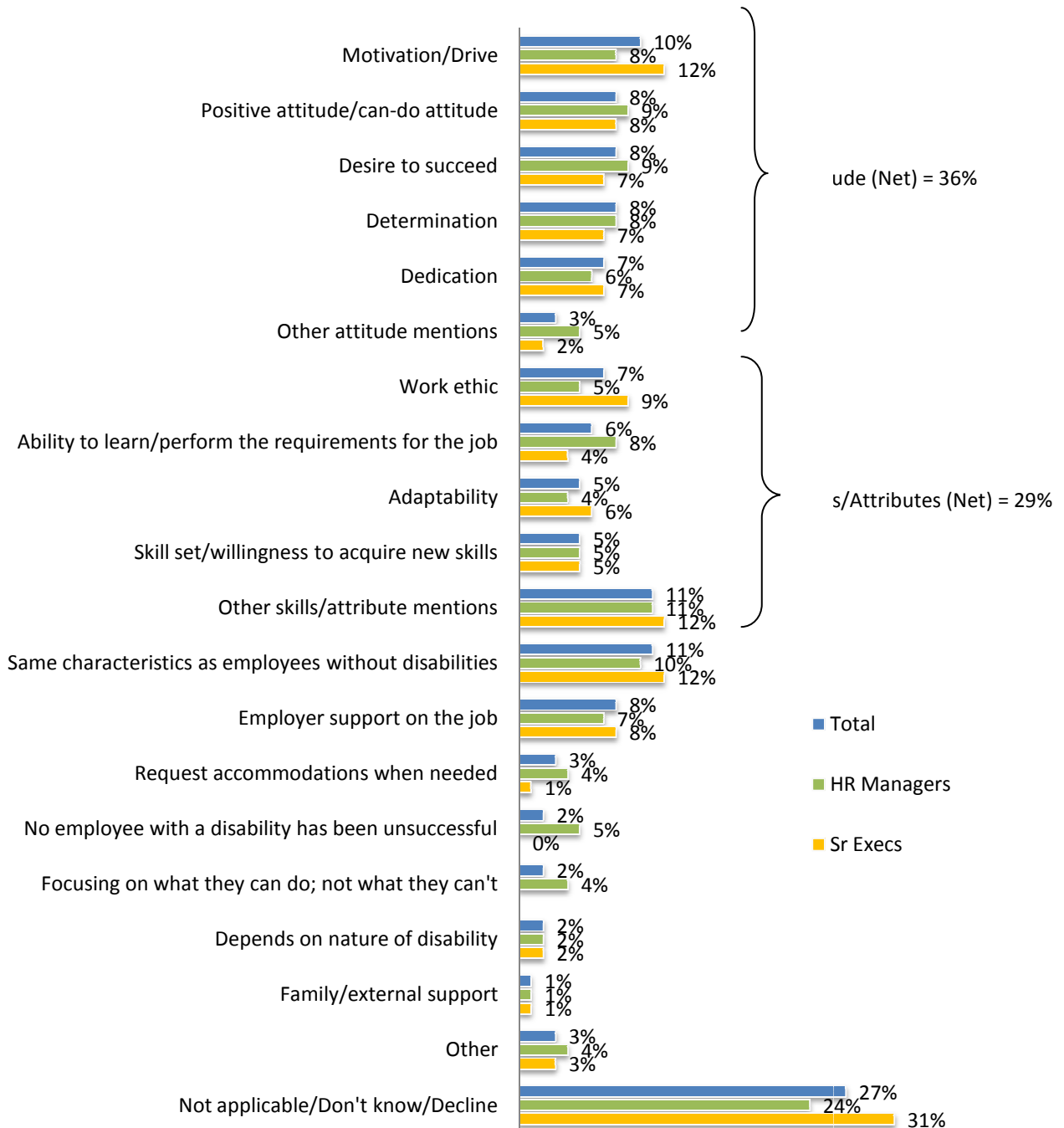


Table 6K
Perceptions of Hiring Costs of People with Disabilities by Title

Q915 Thinking about all related employment costs, including healthcare, accommodations, and general management costs, how do you think the cost of hiring a person with a disability compares to that of a person without a disability?

Base: Employers (Total, n=411) (HR Mgrs, n=209) (Sr Execs, n=202)

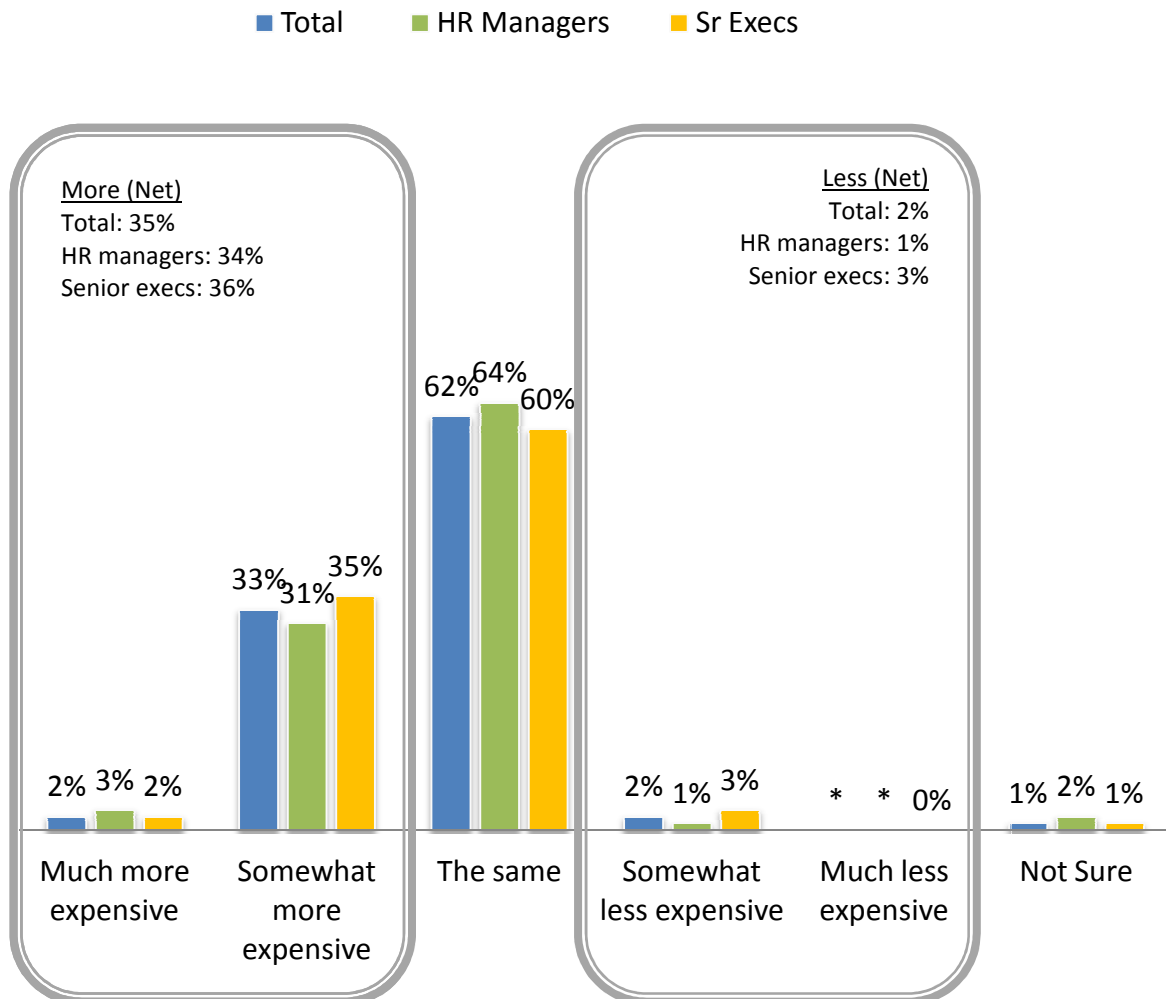
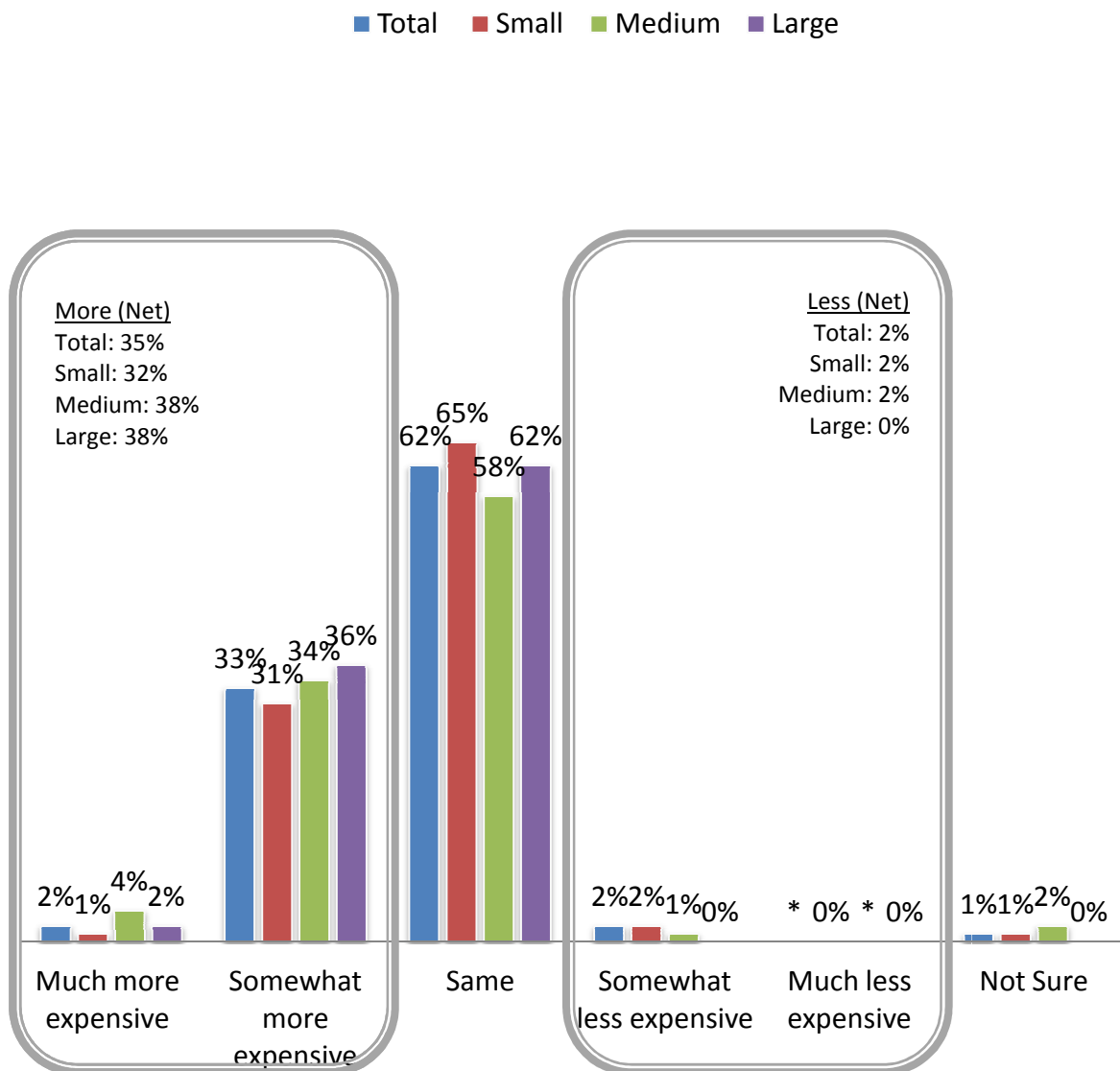


Table 6L
Perceptions of Hiring Costs of People with Disabilities by Company Size

Q915 Thinking about all related employment costs, including healthcare, accommodations, and general management costs, how do you think the cost of hiring a person with a disability compares to that of a person without a disability?

Base: Employers (Total, n=411) (Small, n=142) (Medium, n=136) (Large, n=133)



CHAPTER 7: PEOPLE WITH DISABILITIES IN LEADERSHIP POSITIONS

Just over one in five (22%) are aware of someone in management or a leadership position who has a disability. Around half (54%) say they do not know of a leader in their company with a disability and 23% are not sure. Companies with diversity and disability policies or programs are more likely to say that there is currently at least one person with a disability in a management or leadership position (27% with a diversity policy or program vs. 12% without; 33% with a disability policy or program vs. 20% without). Companies who employ more women (28%) than men (17%) are also more likely to have a person with a disability in a leadership position. (Table 7A)

Responses are similar between HR managers and senior executives, though senior executives are more likely to be unsure (28% vs. 19% HR managers). (Table 7B) The most commonly mentioned highest level position is a manager/supervisor (38%) or director (23%). However, over one in ten say they are aware of a vice president (14%) or other c-level person (11%) with a disability. (Table 7A & 7C)

Larger companies are less knowledgeable about people with disabilities in leadership positions (38% unsure vs. 32% of medium companies and 14% of small companies). Seven in ten (69%) managers and executives at small companies report that they don't have someone in a leadership position. (Table 7B)

Table 7A
People with Disabilities in a Leadership Positions by Title

Q1100 Are there currently any people with disabilities in management or leadership positions within your company?

Base: Employers (Total, n=411) (HR Mgrs, n=209) (Sr Execs, n=202)

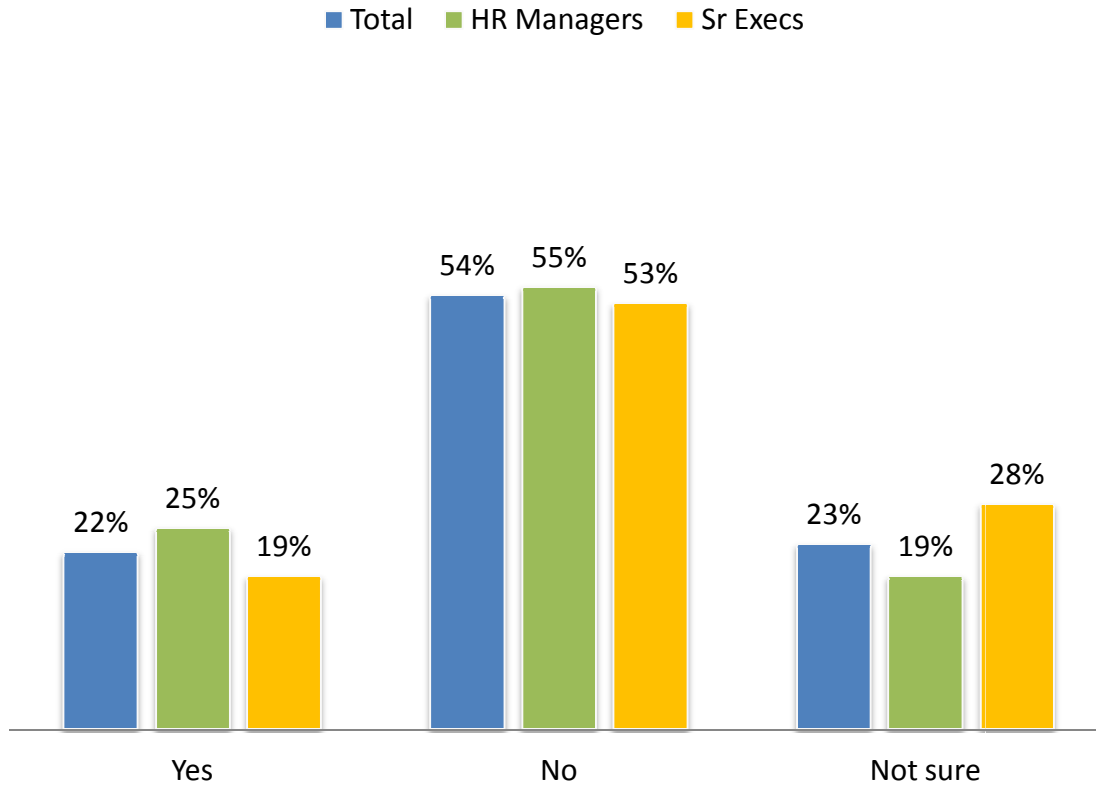


Table 7B
People with Disabilities in a Leadership Positions by Company Size

Q1100 Are there currently any people with disabilities in management or leadership positions within your company?

Base: Employers (Total, n=411) (Small, n=142) (Medium, n=136) (Large, n=133)

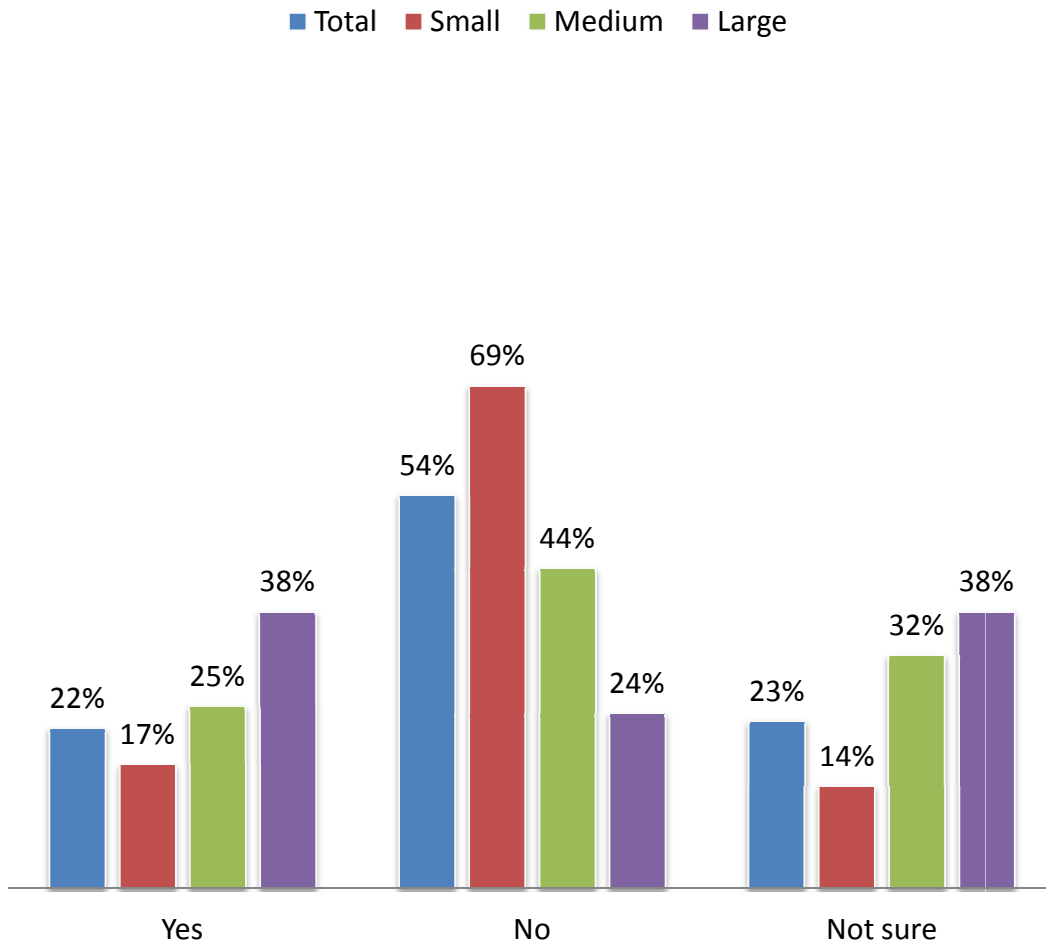
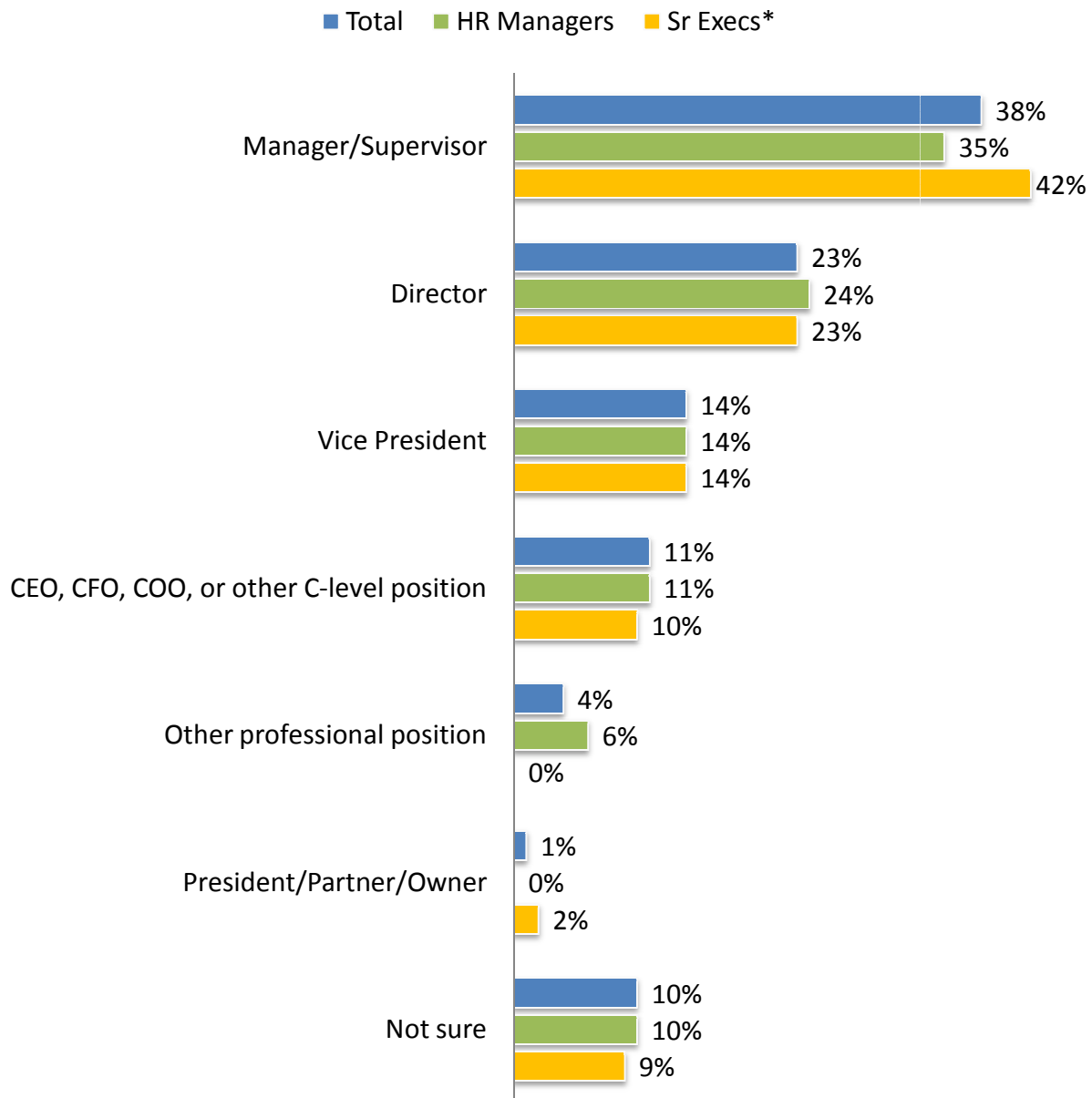


Table 7C
Highest Position Held by PWD by Title

Q1105 To the best of your knowledge, what is the highest level position held by a person with a disability?

Base: People with disabilities in leadership (Total, n=108) (HR Mgrs, n=61) (Sr Execs, n=47)

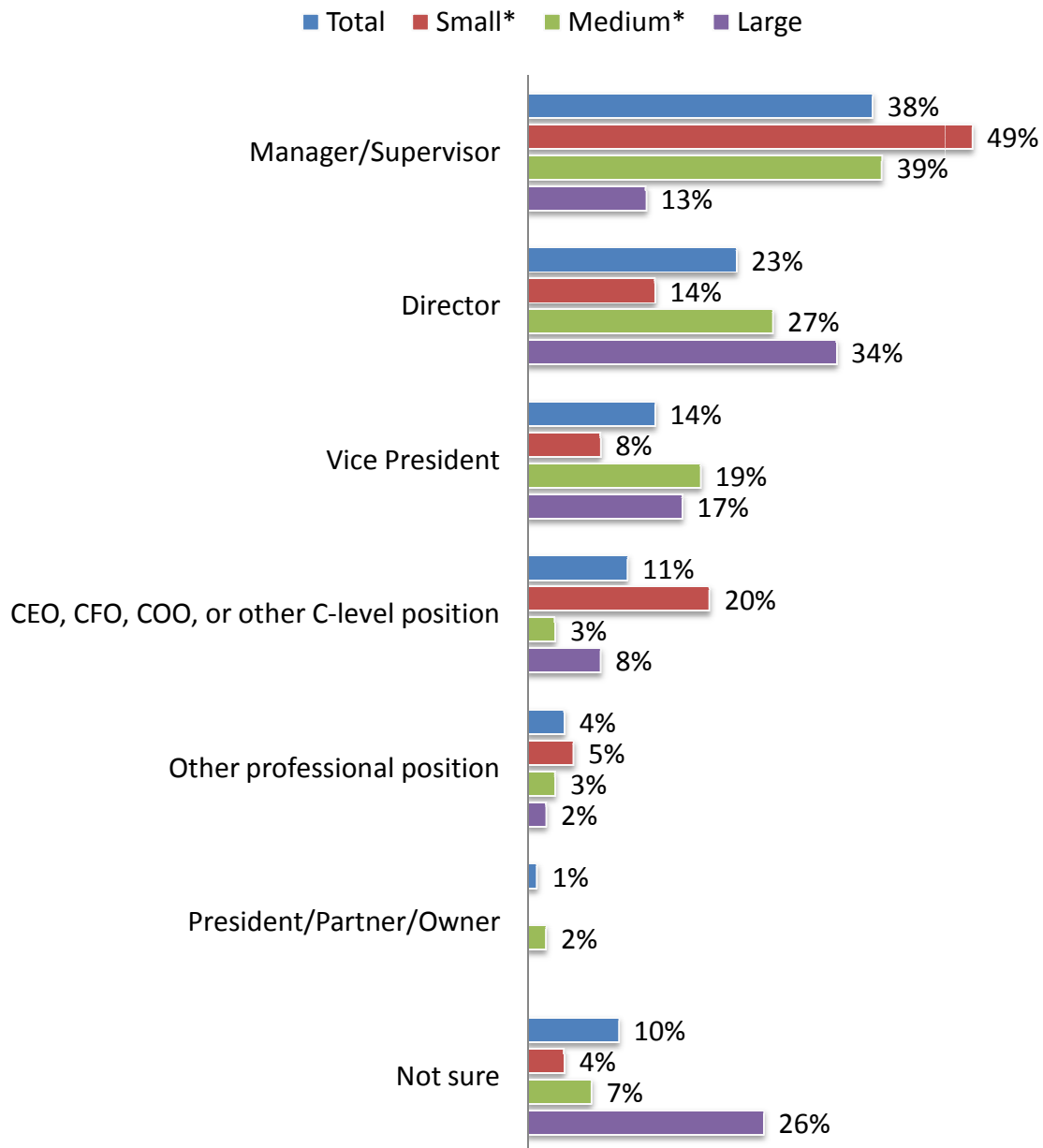


*Note: Small base size

Table 7D
Highest Position Held by PWD by Company Size

Q1105 To the best of your knowledge, what is the highest level position held by a person with a disability?

Base: PWD in leadership (Total, n=108) (Small, n=22) (Medium, n=35) (Large, n=51)



*Note: Small base size

Large majorities (80%) report that the ADA and other disability laws and regulations have neither helped nor hurt their company. One in ten (10%) say that it has somewhat or significantly helped their company and just 5% say it has hurt their company. Interestingly, one in ten senior executives say that they are not familiar with the ADA. Virtually no HR managers (< 0.5%) say they haven't heard of it. The larger a company is, the more likely it is to report a positive effect of the ADA on their company: 4% of small companies say it has helped, while 14% of medium companies and 22% of large companies say the same. (Table 8A & 8B)

Most employers believe that the ADA has been only somewhat (46%) or not at all effective (4%) at equalizing employment opportunities for people with disabilities. A third say it has been effective (33%), 7% say very effective and just 1% say extremely effective. Again, medium (12%) and large companies (17%) are slightly more likely than small companies (5%) to believe the ADA has been effective at equalizing employment opportunities but there is room for improvement. (Table 8C & 8D)

Table 8A
Perceptions of ADA's Impact by Title

Q1200 In what way has complying with the Americans with Disabilities Act, or ADA, and other disability laws and regulations affected your company?

Base: Employers (Total, n=411) (HR Mgrs, n=209) (Sr Execs, n=202)



Table 8B
Perceptions of ADA's Impact by Company Size

Q1200 In what way has complying with the Americans with Disabilities Act, or ADA, and other disability laws and regulations affected your company?

Base: Employers (Total, n=411) (Small, n=142) (Medium, n=136) (Large, n=133)

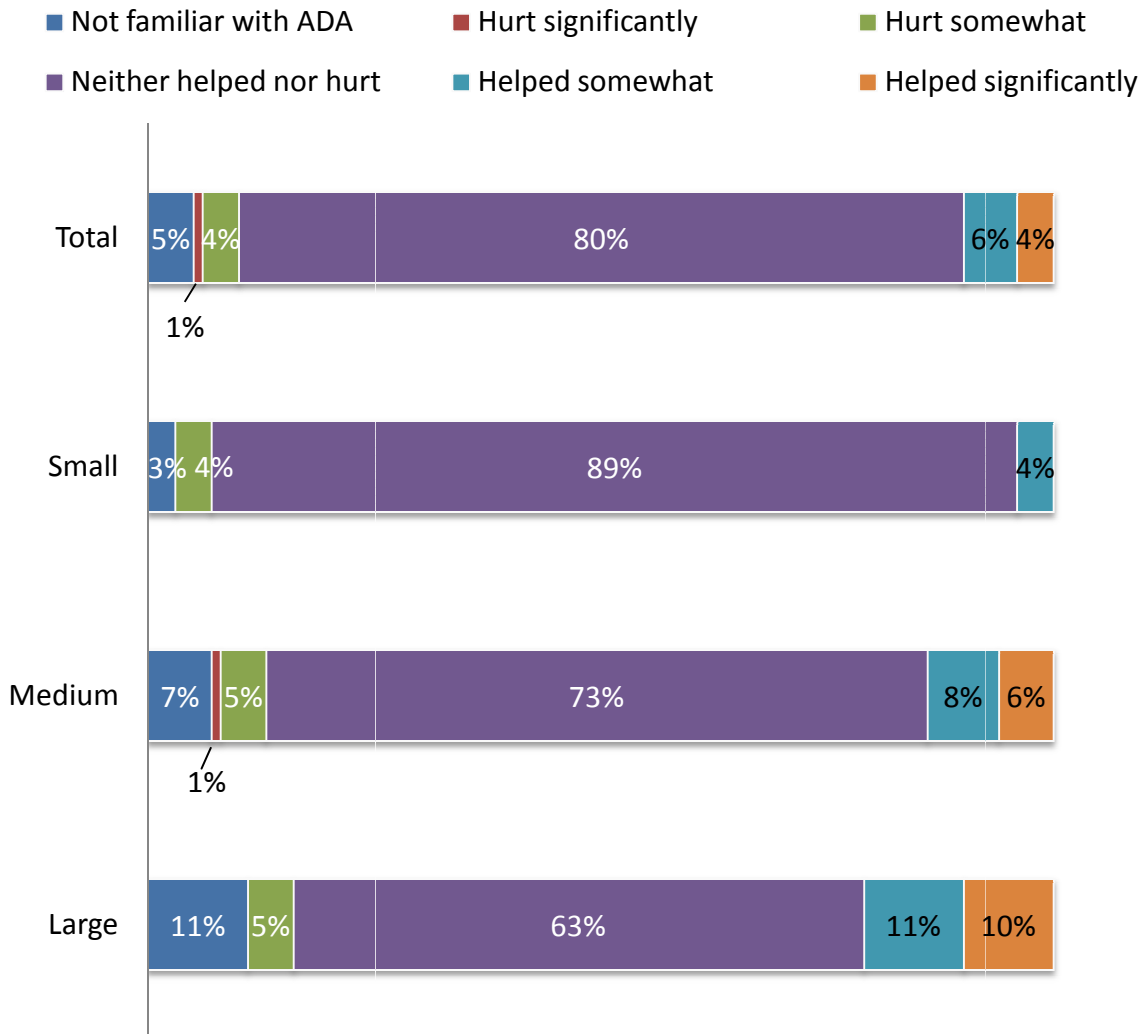


Table 8C
Effectiveness of ADA by Title

Q1205 How effective do you think the ADA has been at equalizing employment opportunities for people with disabilities?

Base: Employers (Total, n=411) (HR Mgrs, n=209) (Sr Execs, n=202)

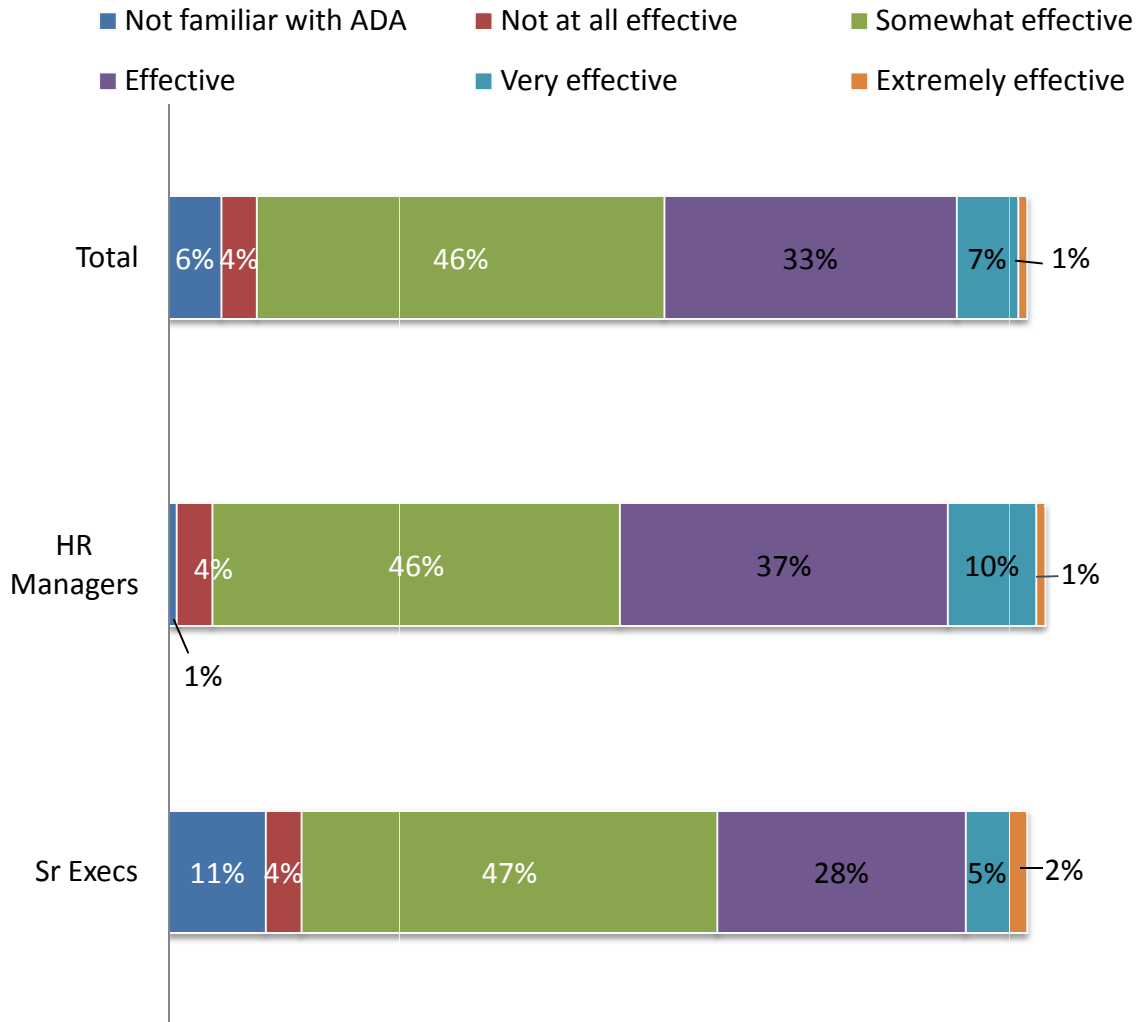
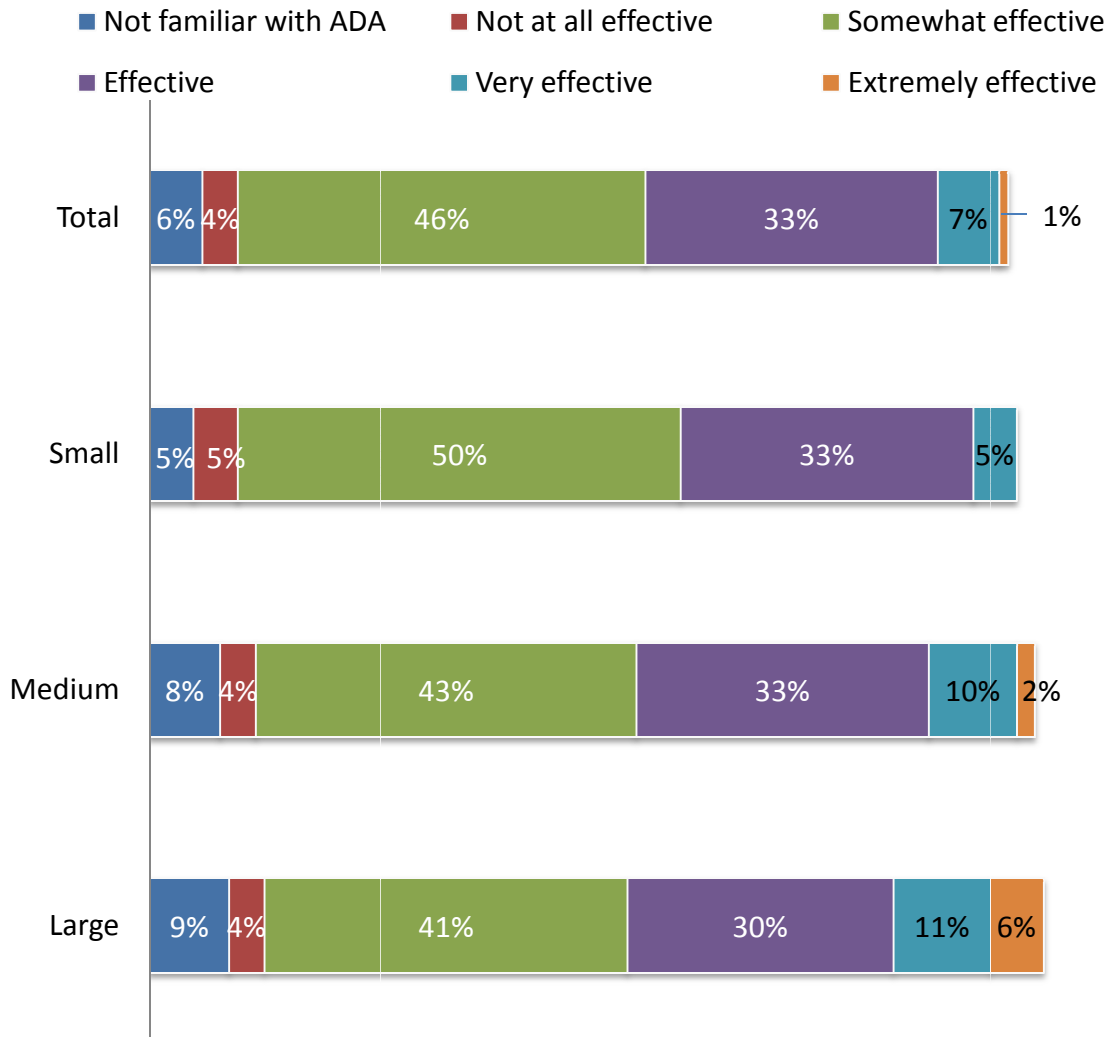


Table 8D
Effectiveness of ADA by Company Size

Q1205 How effective do you think the ADA has been at equalizing employment opportunities for people with disabilities?

Base: Employers (Total, n=411) (Small, n=142) (Medium, n=136) (Large, n=133)



Similar research was conducted by Harris Interactive on behalf of NOD in 1995. At first glance, it appears there has been little to no improvement in the environment for employing people with disabilities when comparing to the 1995 findings. However, one needs to be cautious when comparing the findings, as discussed in more detail below.

Comparisons to fifteen years ago include:

- There are significantly fewer companies now with either a disability policy or program as compared to 1995. Only three in ten (29%) have either a disability policy or program now compared to two-thirds (66%) in 1995. (Table 9A)
- Half as many companies have someone dedicated to disability hiring now (19%) as compared to 1995 (40%). (Table 9B)
- Corporations were three times more likely to offer a program that helps managers and employees learn to work with people with disabilities 15 years ago (63% in 1995 vs. 18% in 2010). (Table 9C)
- Fewer companies report having hired people with disabilities in the past 3 years now as compared to 1995. Fifteen years ago almost two-thirds (64%) report having hired at least one person with a disability in the past 3 years. That number is 56% in 2010. (Table 9D)
- Although the question wording was different in 1995, the current data suggests that opinions regarding the hiring costs of people with disabilities have not changed significantly since 1995. In 1995, a majority (57%) said the average cost to employ a person with a disability was about the same as employing a person without a disability, while over a quarter (27%) said that the cost was greater. One percent said the cost to

employ a person with a disability was less than employing someone without a disability. In 2010, 62% perceived the cost of hiring a person with a disability to be the same as hiring a person without a disability, 35% perceived the cost to be significantly or somewhat more expensive and 2% said it was less expensive. (Table 9E)

However, as previously noted, the differences between 1995 and 2010 should be interpreted with caution as there are a variety of factors that may be contributing to this apparent deterioration in corporate disability hiring practices.

First, it is worth noting that for some data comparisons, the question wording is not exactly the same between 1995 and 2010. For example, ‘policy’ and ‘program’ were not broken out as two separate concepts in the 1995 questionnaire as they were in 2010. Other differences in question wording are noted below in the tables. Although the small changes in question wording do not account for the entire difference from 1995 to 2010, they may explain some of the difference.

The difference in overall questionnaire design between 1995 and 2010 might also account for some of the changes in reported corporate hiring practices. In 1995, the survey explored *disability practices* only. The current survey is more comprehensive, beginning with a battery of questions about diversity practices and policies before delving into disability practices. Therefore, because employers were first primed with diversity issues, their responses to the disability questions this year may have been framed in the context of what they are doing for diversity populations in general.

Finally, the timing of the previous survey may also account for some of the apparent downward trend. The 1995 survey was conducted only five years after the passage of the ADA when the ADA was presumably more top-of-mind to senior executives and HR managers. The heightened attention concerning the ADA may have impacted how companies responded to questions about their disability hiring practices back then. Further, it is likely that employers are now defining disability policies and programs differently than they were following the

passage of the ADA when most employers were thinking of the ADA in the context of architectural barriers.

All things considered, making a comparison to the 1995 data is a complex analysis. However, with or without the trended data, the 2010 results reveal that there is much work to be done by corporations in order to improve the employment opportunities for people with disabilities.

Table 9A
Disability Policy or Program - 1995 Data

Q820 Does your company have either a policy or a program specifically designed for the hiring of people with disabilities?

1995 Answer Choices: Policy or program; No policy or program

2010 answer Choices: Policy; Program; Both a policy and a program; No policy or program

Base: Employers (2010 Total, n=411) (1995 Total, n=404)

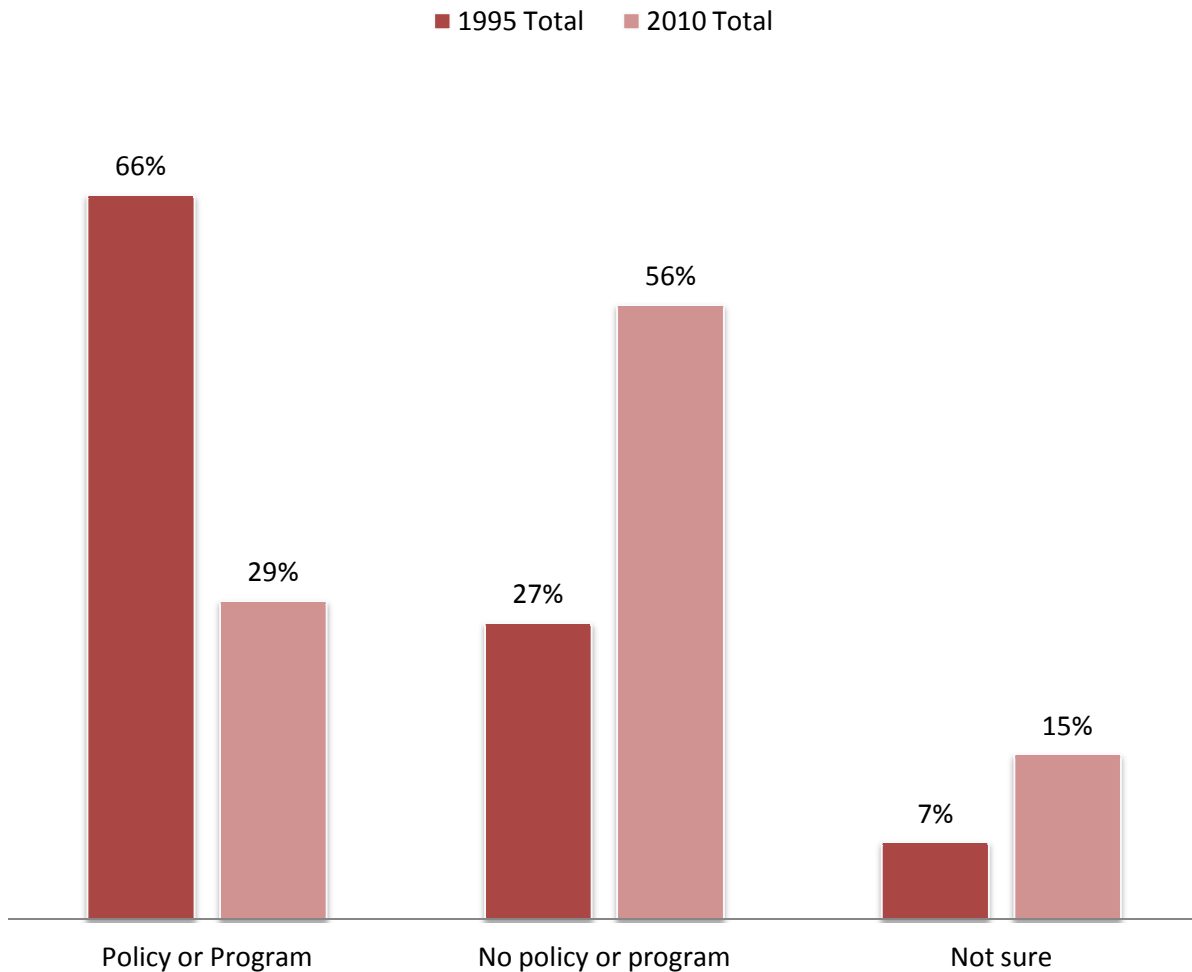


Table 9B
Employee Dedicated to Disability Hiring- 1995 Data

Q825 Does your company have a specific person or department that oversees the hiring of people with disabilities?

Base: Employers (2010 Total, n=411) (1995 Total, n=404)

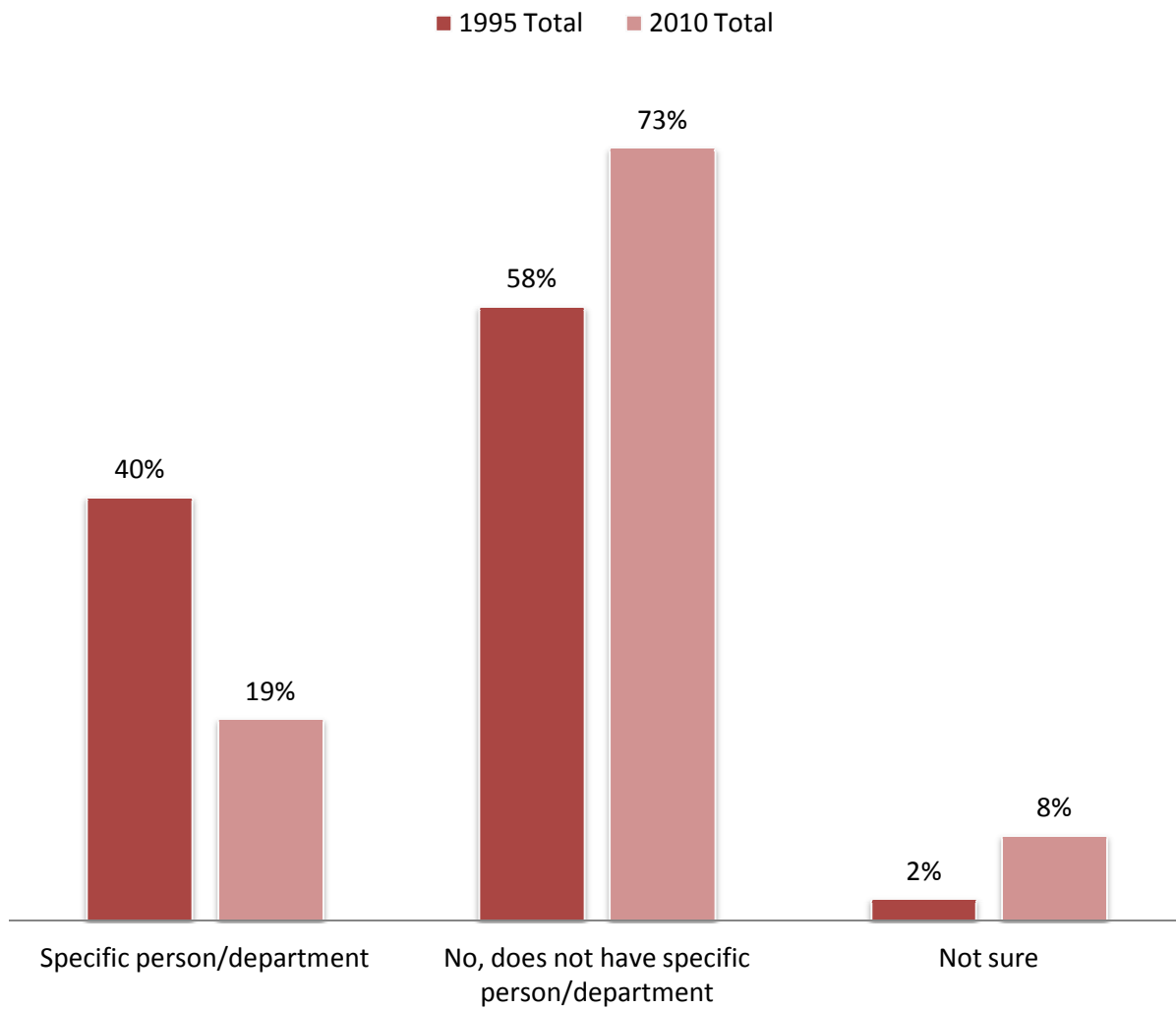


Table 9C
Disability Education Programs - 1995 Data

Q865 Does your company offer an information or education program to help your managers and employees learn to work with people with disabilities, or not?

1995 Wording: Does your company have any program involving seminars, meetings, or distribution of literature that helps your managers and employees learn to work with people with disabilities, or not?

Base: Employers (2010 Total, n=411) (1995 Total, n=404)

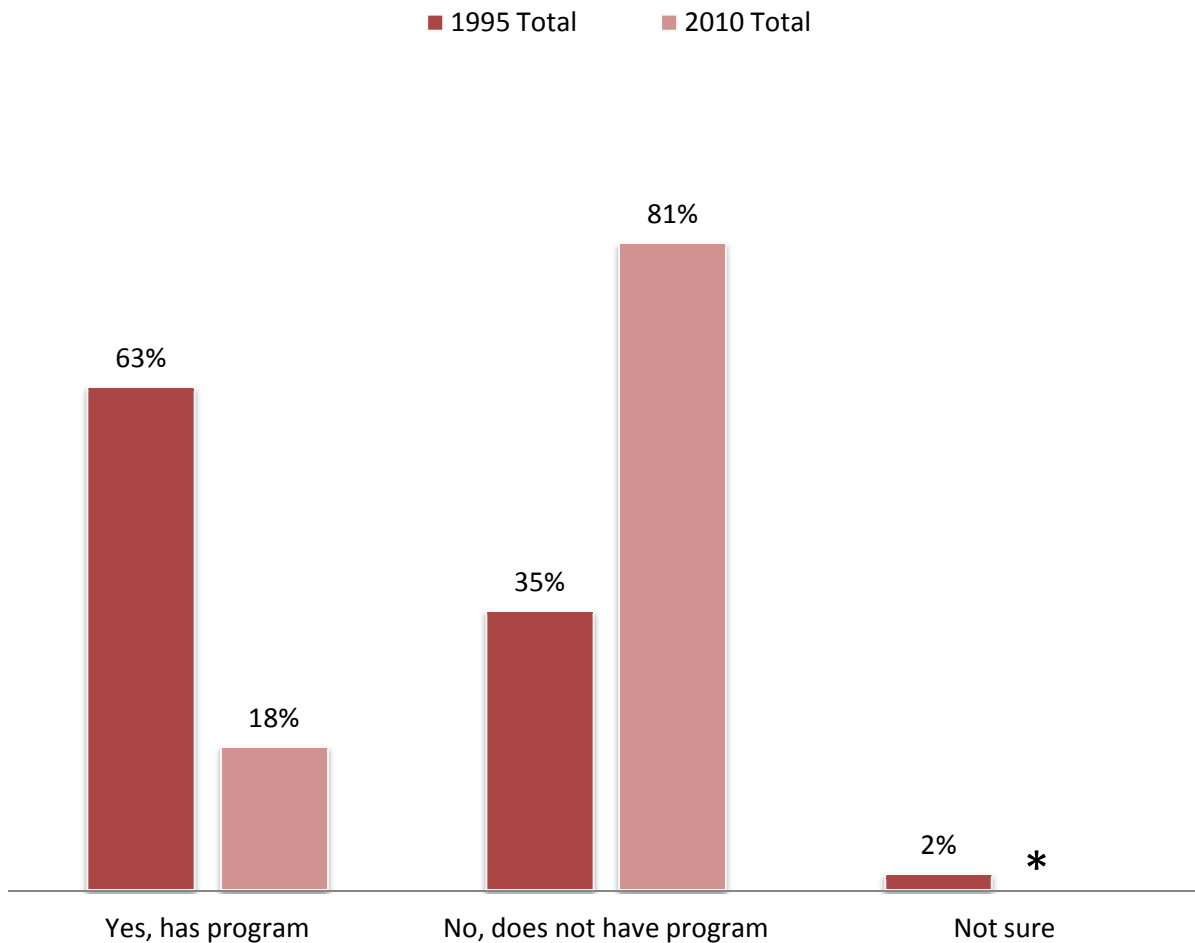


Table 9D
Hiring of People with Disabilities - 1995 Data

Q800 Has your company hired any people with disabilities in the past 3 years, or not?

Base: Employers (2010 Total, n=411) (1995 Total, n=404)

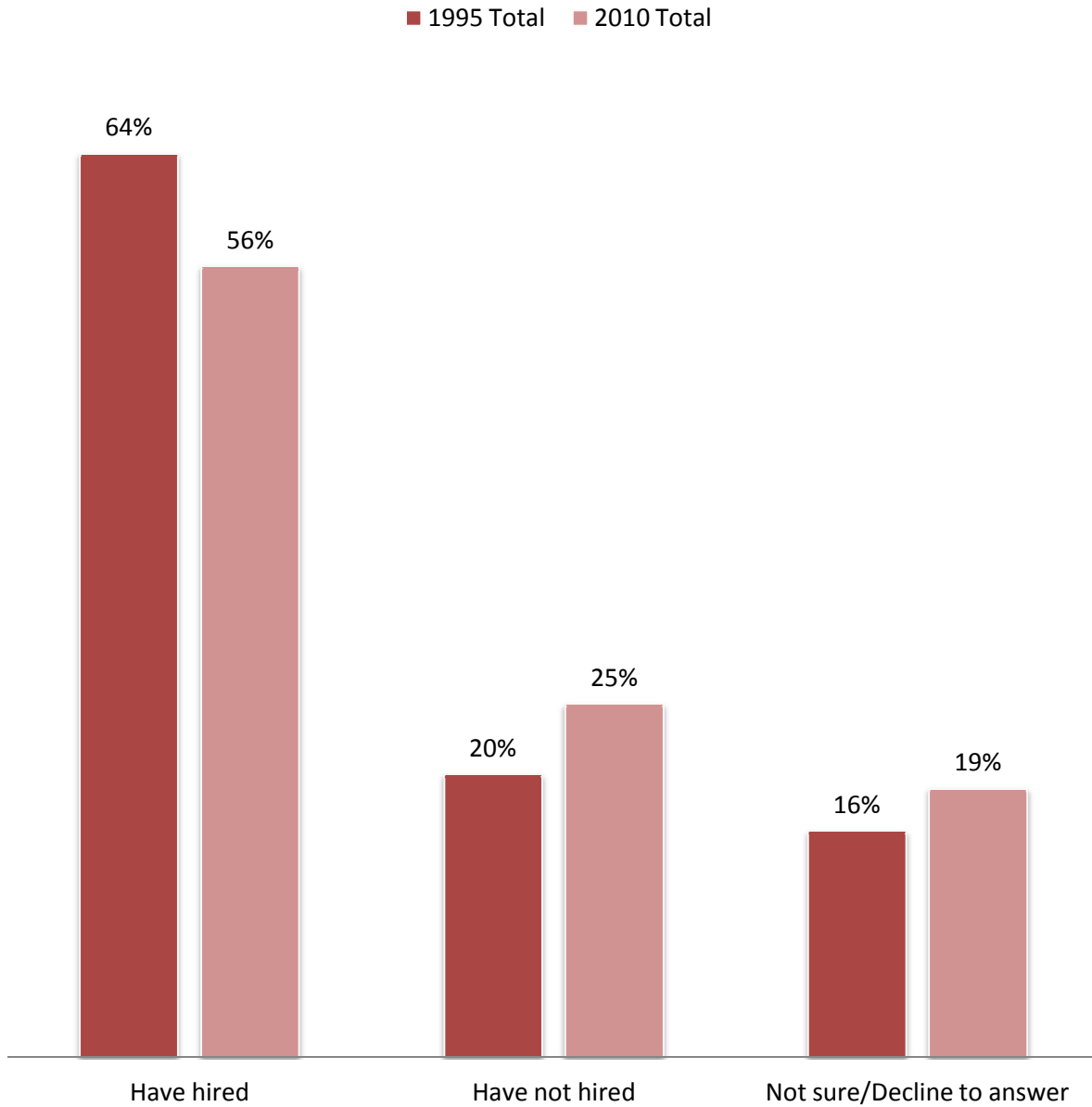
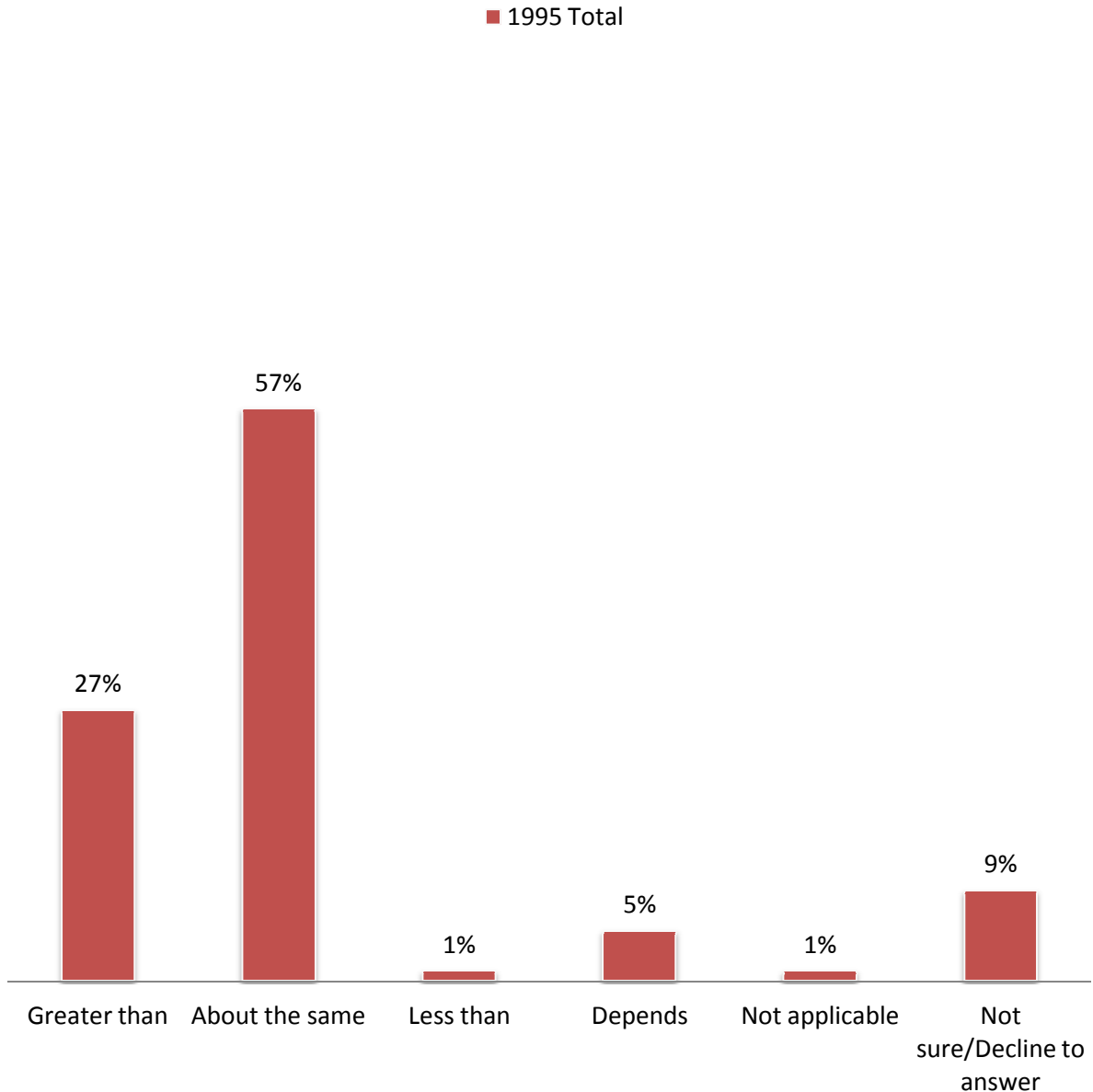


Table 9E
Perceptions of Hiring Costs of People with Disabilities – 1995 Data

Q7 Would you say that the average cost of employing a person with a disability is greater than, less than, or about the same as the cost of employing a person without disability in a similar job?

Base: Employers (Total, n=404)



APPENDIX A:
METHODOLOGY

METHODOLOGY

The *Kessler Foundation/NOD 2010 Survey of Employment of Americans with Disabilities* was conducted by Harris Interactive on behalf of the Kessler Foundation and the National Organization on Disability. This is the third major national survey that Harris Interactive has conducted to study the attitudes and experiences of employers toward the employment of people with disabilities. The two previous surveys were: the *NOD/Harris 1995 Survey of Employment of People with Disabilities* and the *ICD/Harris 1986 Survey of Employment of People with Disabilities*.

The interviews were conducted by telephone and online from March 29 – April 23, 2010.

Sample

The sample was selected using a simple random sampling method. A randomly selected sample of corporations in the United States was drawn from either the Dun & Bradstreet (telephone) or LinkedIn (online) universe of companies with over 50 employees. For half of the sample, a human resource manager was selected to represent each company and for the other half of the sample, a senior executive was randomly selected to represent each company. Because only one person per company responded to the survey, the data is representative of companies, not individuals.

The survey is based on 411 interviews conducted among two separate samples of managers: 209 human resource managers and 202 senior executives. Human resource managers were defined as those who have a manager or other senior human resource title. All human resource respondents without the title of Diversity Director or Equal Employment Opportunity Manager were screened to ensure they were knowledgeable about their company's diversity hiring practices. Senior executives were defined as those who have at least the rank of

Director. They were not screened on their knowledge of their company's diversity hiring practices.

The samples are each stratified into three equal subgroups in large companies (10,000 or more employees), medium-sized companies (1,000 – 9,999), and small companies (50-999). For example, there are 67 interviews with senior executives in large companies, 66 with senior executives in medium-sized companies, and 69 interviews with senior executives in small companies, and approximately the same number of human resource managers.

Weighting

The results were weighted on annual revenue and number of employees to figures obtained from the Dun & Bradstreet universe of corporations in the United States with over 50 employees.

Interviewing Procedures

Telephone interviewing was facilitated by a computer-assisted telephone interviewing (CATI) system, which controls complicated skip patterns based on individual responses during the interview and allows consistency checks to be built in for key items. It furthermore reduces clerical error by eliminating the need for keypunching since interviewers enter the respondents' answers directly into a computer terminal during the interview itself.

Typically, for telephone surveys Harris Interactive takes a number of steps to ensure the reasonable efforts are made to reach potential respondent. For this project we made at least six attempts to complete an interview at every sampled telephone number. This includes making calls on different days and at different times. We also make one additional attempt to reach people who either refuse to complete an interview or who have begun an interview but not completed it. Interviewing is also spread as evenly as possible across the data collection

period. Further, to increase the cooperation rate and demonstrate our appreciation for the time the managers and executives took to complete the survey via phone, we offered respondents a \$75 honorarium. Most respondents (86%) accepted the honorarium.

All online surveys were hosted on Harris Interactive's server, and all interviews were conducted using a self-administered, online questionnaire via proprietary, web-assisted interviewing software. Respondents accessed the survey through a password-protected URL link. Due to password protection, it is not possible for someone who has not been recruited to access the survey, or for a respondent to answer the survey more than once. Respondents received an initial invitation from LinkedIn to participate in the survey and then received a reminder email approximately two days after the first invite.

Response Rate

Based on these efforts, the overall response rate of this research was 16% (AAPOR RR3⁴); these response rates are comparable to those for other surveys that used this level of effort. It is important to note that low response rates are always a concern but not necessarily an indication of nonresponse bias.

Reliability of Survey Percentages

All sample surveys and polls, whether or not they use probability sampling, are subject to multiple sources of error which are most often difficult to quantify or estimate with complete confidence. These include sampling error, coverage error, error associated with nonresponse, error associated with question wording and response options, and post-survey weighting and adjustments. Therefore, Harris Interactive avoids the words "margin of error" as they are misleading. At the simplest level, we can provide "margin of sampling error" based on the assumption that this survey's sample is a simple, unweighted, random sample.

⁴ See AAPOR Standard Definitions 2009.

Exhibit A-1 shows the theoretical sample variation that applies to percentage results for this survey. The magnitude of this variation is affected by both the number of interviews involved and the level of the percentages expressed in the results. In some cases the number of respondents is small and, therefore, caution should be used when analyzing the results. The chances are 95 in 100 that the survey results do not vary, plus or minus, by more than the indicated number of percentage points from the results that would have been obtained if interviews had been conducted with all persons in the universe represented by the sample.

For example, if the response for a sample size of 400 were 30%, then in 95 cases out of 100 the response in the total population would be between 26% and 34%. Note that survey results based on subgroups of small size can be subject to large sampling error.

Exhibit A-1
Approximate Sampling Tolerances (at 95% Confidence) to
Use in Evaluating Percentage Results Appearing in this Report

Number of People Asked Question on Which Survey Result Is Based	Survey Percentage Result at 10% or 90%	Survey Percentage Result at 20% or 80%	Survey Percentage Result at 30% or 70%	Survey Percentage Result at 40% or 60%	Survey Percentage Result at 50%
500	3	4	4	4	4
400	3	4	4	5	5
300	3	5	5	6	6
200	4	6	6	7	7
100	6	8	9	10	10
50	8	11	13	14	14

Sampling tolerances are also involved in the comparison of results from different surveys or from different parts of a sample (subgroup analysis). Exhibit A-2 shows the percentage difference that must be obtained before a difference can be considered statistically significant. These figures, too, represent the 95% confidence level.

For example, if 35% of one sample of 200 people respond "yes" to a question, and 25% of another, completely independent sample of 200 people respond "yes" to the same question, then there is an observed difference of 10 percentage points. According to the Exhibit, this difference is subject to a potential sampling error of 9 percentage points. Since the observed difference is greater than the sampling error, the observed difference is significant.

Again, these errors account for theoretical sampling error only. Survey research is also susceptible to other errors, such as those that occur in data handling and interviewer recording. The procedures followed by Harris Interactive, however, are designed to minimize the occurrence of these errors.

Exhibit A-2

Approximate Sampling Tolerances (at 95% Confidence) to Use in Evaluating Differences Between Two Percentage Results Appearing in this Report

Approximate Sample Size of Two Groups Asked Question on Which Survey Result Is Based	Survey Percentage Result at 10% or 90%	Survey Percentage Result at 20% or 80%	Survey Percentage Result at 30% or 70%	Survey Percentage Result at 40% or 60%	Survey Percentage Result at 50%
500 vs. 500	4	4	6	6	6
300	4	6	7	7	7
200	6	7	8	8	8
100	7	9	10	11	11
50	9	12	13	14	15
300 vs. 300	5	6	7	8	8
200	5	7	8	9	9
100	7	9	10	11	11
50	9	12	14	15	15
200 vs. 200	6	8	9	10	10
100	7	10	11	12	12
50	9	12	14	15	15
100 vs. 100	8	11	13	14	14
50	10	14	16	17	17
50 vs. 50	12	16	18	19	20

APPENDIX B

QUESTIONNAIRE AND TOPLINE DATA

Notes on reading the results

The percentage of respondents has been included for each item. An asterisk (*) signifies a value of less than one-half percent. A dash represents a value of zero. Percentages may not always add up to 100% because of computer rounding or the acceptance of multiple answers from respondents answering that question.

BASE: ALL HUMAN RESOURCE RESPONDENTS

Q655 What is your title?

	Total	HR Managers	Sr Exec
Base	209	209	-
Human Resources Director	37%	37%	-
Senior Human Resources Manager or Human Resources Manager	32%	32%	-
Benefits and Compensation VP/Manager	5%	5%	-
Vice President of Human Resources	5%	5%	-
Diversity Director/Manager	5%	5%	-
Human Resources Specialist	3%	3%	-
Human Resources Generalist	2%	2%	-
Hiring or Recruitment Manager	2%	2%	-
Recruitment/Talent Director	1%	1%	-
Equal Employment Opportunity Advisor/Specialist	1%	1%	-
Human Resource Advisor	1%	1%	-
Employee Relations Officer/Manager	1%	1%	-
Other Human Resource Manager or Senior Human Resource Title	3%	3%	-

BASE: NOT A DIVERSITY OR EQUAL EMPLOYMENT OPPORTUNITY HUMAN RESOURCE TITLE

Q660 Are you knowledgeable about your company's diversity hiring practices?

	Total	HR Managers	Sr Exec
Base	197	197	-
Yes	100%	100%	-
No	-	-	-

BASE: ALL SENIOR EXECUTIVE RESPONDENTS**Q665** What is your title?

	Total	HR Managers	Sr Exec
Base	202	-	202
President	4%	-	4%
C-LEVEL (NET)	26%	-	26%
Chief Executive Officer	9%	-	9%
Chief Financial Officer	11%	-	11%
Chief Operation Officer	3%	-	3%
Chief Information Officer	1%	-	1%
Chief Legal Officer/General Counsel	2%	-	2%
Partner	*	-	*
Executive Director	7%	-	7%
VICE PRESIDENT (NET)	46%	-	46%
Executive Vice President	5%	-	5%
Senior Vice President	7%	-	7%
1st Vice President	1%	-	1%
2nd Vice President	*	-	*
Vice President	33%	-	33%
General Manager	4%	-	4%
Controller	2%	-	2%
Director	5%	-	5%
Managing Director	*	-	*
Other Senior Executive Title	5%	-	5%

BASE: ALL EMPLOYERS

Q675 Across all U.S. locations, approximately how many total employees work for your company? If you are not sure, please provide your best estimate.

	Total	HR Managers	Sr Exec
Base	411	209	202
Less than 50	-	-	-
50-999 (NET)	52%	51%	53%
50 to 99	19%	15%	23%
100 to 249	15%	16%	13%
250 to 499	12%	14%	9%
500 to 999	7%	5%	8%
1,000-9,999 (NET)	36%	37%	35%
1,000 to 2,499	19%	23%	14%
2,500 to 4,999	11%	12%	11%
5,000 to 9,999	6%	3%	10%
10,000+ (NET)	12%	12%	11%
10,000 to 14,999	3%	4%	3%
15,000 to 19,999	2%	2%	2%
20,000+	6%	6%	6%

SECTION700: ECONOMY, DIVERSITY & AFFINITY GROUPS
BASE: ALL EMPLOYERS

Q700 In this survey we will ask about some issues related to your company's employment policies. When we refer to your company's workforce, we are referring to its U.S. workforce.

Which of the following best describes your company's plans for your workforce over the next 12 months?

	Total	HR Managers	Sr Exec
Base	411	209	202
INCREASE (NET)	49%	49%	48%
We plan to significantly increase the size of our workforce	4%	3%	5%
We plan to somewhat increase the size of our workforce	45%	47%	43%
We have no plans to increase or decrease the size of our workforce	37%	37%	37%
DECREASE (NET)	14%	14%	14%
We plan to somewhat reduce the size of our workforce	12%	11%	14%
We plan to significantly reduce the size of our workforce	2%	3%	*
Not sure	*	-	1%
Decline to answer	-	-	-

BASE: ALL EMPLOYERS

Q705 How important do you perceive each of the following issues to be for your company?

SUMMARY TABLE OF EXTREMELY/VERY IMPORTANT

	Total	HR Managers	Sr Exec
Base	411	209	202
The rising costs of benefit programs	78%	81%	75%
Retaining highly qualified executives and senior managers	65%	66%	64%
Retaining skilled labor	62%	67%	58%
Brain drain, by this we mean the loss of institutional knowledge and expertise from employees who leave	44%	48%	41%
Recruiting, training, and retaining minorities	39%	45%	33%
Recruiting, training, and retaining younger workers	36%	38%	34%
Inflexible benefit and compensation packages	29%	31%	27%
Labor shortages in general	25%	30%	19%
Recruiting, training, and retaining workers with disabilities	19%	20%	19%

Labor shortages in general

	Total	HR Managers	Sr Exec
Base	411	209	202
TOP 3 BOX (NET)	47%	51%	43%
TOP 2 BOX (NET)	47%	51%	43%
Extremely important	7%	10%	4%
Very important	18%	20%	15%
Important	22%	21%	24%
BOTTOM 2 BOX (NET)	47%	51%	43%
Somewhat important	27%	26%	28%
Not at all important	23%	19%	28%
Not sure	1%	1%	*
Decline to answer	2%	2%	1%

Brain drain, by this we mean the loss of institutional knowledge and expertise from employees who leave

	Total	HR Managers	Sr Exec
Base	411	209	202
TOP 3 BOX (NET)	68%	72%	65%
TOP 2 BOX (NET)	44%	48%	41%
Extremely important	15%	17%	13%
Very important	30%	31%	28%
Important	24%	24%	24%
BOTTOM 2 BOX (NET)	31%	28%	35%
Somewhat important	23%	24%	22%
Not at all important	9%	4%	14%
Not sure	*	1%	-
Decline to answer	-	-	-

Retaining skilled labor

	Total	HR Managers	Sr Exec
Base	411	209	202
TOP 3 BOX (NET)	86%	88%	84%
TOP 2 BOX (NET)	62%	67%	58%
Extremely important	22%	23%	21%
Very important	40%	44%	37%
Important	24%	22%	26%
BOTTOM 2 BOX (NET)	12%	10%	15%
Somewhat important	9%	7%	11%
Not at all important	4%	3%	4%
Not sure	1%	-	1%
Decline to answer	1%	2%	-

Recruiting, training, and retaining younger workers

	Total	HR Managers	Sr Exec
Base	411	209	202
TOP 3 BOX (NET)	67%	67%	68%
TOP 2 BOX (NET)	36%	38%	34%
Extremely important	11%	11%	12%
Very important	24%	27%	22%
Important	32%	29%	34%
BOTTOM 2 BOX (NET)	32%	33%	31%
Somewhat important	25%	27%	22%
Not at all important	8%	6%	9%
Not sure	*	-	1%
Decline to answer	-	-	-

Recruiting, training, and retaining workers with disabilities

	Total	HR Managers	Sr Exec
Base	411	209	202
TOP 3 BOX (NET)	50%	57%	43%
TOP 2 BOX (NET)	19%	20%	19%
Extremely important	5%	4%	6%
Very important	15%	16%	13%
Important	31%	36%	25%
BOTTOM 2 BOX (NET)	49%	43%	56%
Somewhat important	32%	30%	34%
Not at all important	17%	12%	22%
Not sure	1%	1%	1%
Decline to answer	-	-	-

Recruiting, training, and retaining minorities

	Total	HR Managers	Sr Exec
Base	411	209	202
TOP 3 BOX (NET)	68%	74%	62%
TOP 2 BOX (NET)	39%	45%	33%
Extremely important	12%	13%	12%
Very important	27%	32%	21%
Important	29%	29%	29%
BOTTOM 2 BOX (NET)	32%	26%	38%
Somewhat important	22%	18%	25%
Not at all important	10%	7%	12%
Not sure	1%	0	1%
Decline to answer	-	-	-

Retaining highly qualified executives and senior managers

	Total	HR Managers	Sr Exec
Base	411	209	202
TOP 3 BOX (NET)	87%	90%	85%
TOP 2 BOX (NET)	65%	66%	64%
Extremely important	28%	31%	25%
Very important	37%	35%	38%
Important	23%	24%	21%
BOTTOM 2 BOX (NET)	13%	10%	15%
Somewhat important	10%	8%	11%
Not at all important	3%	2%	4%
Not sure	-	-	-
Decline to answer	-	-	-

The rising costs of benefit programs

	Total	HR Managers	Sr Exec
Base	411	209	202
TOP 3 BOX (NET)	94%	96%	92%
TOP 2 BOX (NET)	78%	81%	75%
Extremely important	33%	34%	32%
Very important	45%	47%	43%
Important	16%	15%	18%
BOTTOM 2 BOX (NET)	5%	4%	7%
Somewhat important	4%	4%	4%
Not at all important	2%	-	3%
Not sure	0	-	1%
Decline to answer	0	0	-

Inflexible benefit and compensation packages

	Total	HR Managers	Sr Exec
Base	411	209	202
TOP 3 BOX (NET)	58%	58%	58%
TOP 2 BOX (NET)	29%	31%	27%
Extremely important	9%	12%	5%
Very important	20%	18%	22%
Important	29%	27%	31%
BOTTOM 2 BOX (NET)	40%	39%	40%
Somewhat important	25%	25%	24%
Not at all important	15%	14%	16%
Not sure	2%	2%	2%
Decline to answer	0	1%	-

BASE: ALL EMPLOYERS

Q710 Does your company have a policy or program for employing a diverse workforce?

	Total	HR Managers	Sr Exec
Base	411	209	202
POLICY (NET)	59%	57%	61%
PROGRAM (NET)	33%	37%	30%
Yes, has a program	11%	14%	7%
Yes, has a policy	36%	34%	39%
Yes, has both a policy and a program	23%	23%	22%
No, has no policy or program	25%	28%	23%
Not sure	5%	1%	9%
Decline to answer	-	-	-

BASE: HAS DIVERSITY PROGRAM

Q715 What aspects of the employment process does your diversity program include? Please select **all** that apply.

	Total	HR Managers	Sr Exec
Base	162	91	71
Recruiting and interviewing	95%	97%	92%
Hiring and on boarding, that is, integrating new hires into your company	87%	91%	83%
Training	76%	78%	74%
Retention	66%	67%	64%
Promoting	73%	76%	69%
None of these	-	-	-
Not sure	2%	-	5%
Decline to answer	-	-	-

BASE: HAS DIVERSITY PROGRAM

Q720 Which of the following are included in your diversity program? Please select **all** that apply.

	Total	HR Managers	Sr Exec
Base	162	91	71
Race (i.e., White, Black or African-American, Asian)	80%	87%	70%
Ethnicity (i.e., Hispanic or Latino)	79%	84%	73%
Gender	67%	78%	54%
Disability	67%	73%	59%
Veteran status	62%	67%	55%
National origin	56%	62%	49%
Sexual orientation	45%	48%	42%
Religion	41%	48%	32%
Marital status	27%	28%	25%
Other	3%	3%	3%
Not sure	6%	3%	9%
Decline to answer	*	1%	-

BASE: ALL EMPLOYERS**Q725** Within your company, is there a person dedicated to working on diversity issues?

	Total	HR Managers	Sr Exec
Base	411	209	202
Yes	33%	31%	36%
No	62%	68%	55%
Not sure	5%	1%	9%
Decline to answer	*	*	-

BASE: HAS DIVERSITY PROGRAM**Q730** In the past year, how has your company changed the funding for its diversity program?

	Total	HR Managers	Sr Exec
Base	162	91	71
Increased	17%	15%	19%
Decreased	2%	3%	-
No change	70%	77%	62%
Not sure	11%	4%	19%
Decline to answer	*	1%	-

BASE: ALL QUALIFIED RESPONDENTS**Q735** Which of the following, if any, is your company currently doing to employ a more diverse workforce? Please select **all** that apply.

	Total	HR Mgrs	Sr Exec
Base	411	209	202
Offering diversity awareness and sensitivity training to employees	51%	54%	48%
Active recruitment of diverse populations, such as participating in diversity conferences	44%	49%	39%
Offering activities to make our company more inclusive, such as events or celebrations to raise diversity awareness	32%	32%	31%
Offering affinity or networking groups, that is, forums for employees with common characteristics or interests to gather socially or professionally and share ideas out of their particular business units	19%	16%	22%
Other	8%	10%	7%
My company is not doing anything to employ a more diverse workforce.	24%	24%	25%
Not sure	5%	*	9%

BASE: HAS AFFINITY GROUPS

Q740 You mentioned that your company currently offers affinity groups. What types of activities do the affinity groups engage in? Please select **all** that apply.

	Total	HR Managers	Sr Exec
Base	111	49	62
Professional networking	79%	92%	69%
Social interaction	76%	89%	67%
Mentoring	76%	76%	75%
Professional development	72%	76%	69%
Employee training and education	68%	72%	66%
Advising recruitment	42%	37%	45%
Cross-education with other affinity groups	38%	44%	33%
Other	2%	1%	3%
Not sure	4%	3%	5%
Decline to answer	-	-	-

SECTION 800: HIRING PWD**BASE: ALL EMPLOYERS**

Q799 Now we are going to ask you a few questions about people with disabilities.

When we refer to disabilities we mean a long-lasting condition that substantially limits one or more basic physical activities, such as walking, climbing stairs, reaching, or carrying, or a long-lasting physical, mental or emotional condition that increase the difficulty of learning, remembering, or concentrating. This includes blindness or a severe visual impairment in either eye, or deafness or hard of hearing in either ear.

Q800 Has your company hired any people with disabilities in the past 3 years, or not?

	Total	HR Managers	Sr Exec
Base	411	209	202
Yes, have hired	56%	59%	52%
No, have not hired	25%	29%	22%
Not sure	19%	12%	27%
Decline to answer	-	-	-

BASE: ALL EMPLOYERS**Q805** Does your company regularly track the number of people with disabilities that you employ?

	Total	HR Managers	Sr Exec
Base	411	209	202
Yes	34%	36%	33%
No	46%	56%	35%
Not sure	19%	8%	31%
Decline to answer	1%	*	1%

BASE: ALL EMPLOYERS**Q810** To the best of your knowledge, about what percentage of your workforce has a disability?

	Total	HR Managers	Sr Exec
Base	411	209	202
0% (NET)	10%	11%	8%
<5% (NET)	30%	32%	28%
1	18%	17%	20%
2	9%	11%	7%
3	2%	3%	2%
4	*	1%	-
5%+ (NET)	17%	19%	15%
5-9% (SUBNET)	13%	14%	12%
5	11%	12%	11%
6	*	1%	-
8	1%	1%	1%
9	*	*	-
10%+ (SUBNET)	4%	5%	3%
10	3%	4%	1%
13	*	*	-
15	1%	*	1%
20	*	-	1%
25	*	*	-
40	*	-	*
Not sure	43%	38%	49%
Decline to answer	*	*	-
MEAN (INCLUDING ZERO)	3.0	3.0	2.9
MEAN (EXCLUDING ZERO)	3.5	3.7	3.4

BASE: ALL EMPLOYERS

Q815 Approximately what percentage of your new hires in the past three years was people with disabilities?

	Total	HR Managers	Sr Exec
Base	411	209	202
0% (NET)	27%	30%	25%
<5% (NET)	18%	21%	14%
1	11%	15%	7%
2	4%	4%	5%
3	2%	2%	2%
4	*	-	*
5%+ (NET)	11%	12%	11%
5-9% (SUBNET)	8%	8%	9%
5	7%	7%	8%
7	*	*	-
8	1%	*	1%
10%+ (SUBNET)	3%	4%	2%
10	2%	3%	1%
20	1%	1%	1%
25	*	*	-
40	*	-	*
Not sure	44%	37%	50%
Decline to answer	*	*	-
<i>MEAN (INCLUDING ZERO)</i>	<i>2.0</i>	<i>1.9</i>	<i>2.1</i>
<i>MEAN (EXCLUDING ZERO)</i>	<i>3.9</i>	<i>3.7</i>	<i>4.2</i>

BASE: ALL EMPLOYERS

Q820 Does your company have either a policy or a program specifically designed for the hiring of people with disabilities?

	Total	HR Managers	Sr Exec
Base	411	209	202
POLICY (NET)	25%	27%	22%
PROGRAM (NET)	12%	11%	12%
Yes, has a program	4%	3%	5%
Yes, has a policy	17%	19%	15%
Yes, has both a policy and a program	8%	8%	8%
No, has no policy or program	56%	64%	49%
Not sure	15%	6%	24%
Decline to answer	-	-	-

BASE: ALL EMPLOYERS

Q825 Does your company have a specific person or department that oversees the hiring of people with disabilities?

	Total	HR Managers	Sr Exec
Base	411	209	202
Yes, has specific person/department	19%	19%	19%
No, does not have specific person/department	73%	78%	68%
Not sure	8%	3%	13%
Decline to answer	-	-	-

BASE: HAS DISABILITY PROGRAM

Q830 Which of the following does your disability program include? Please select **all** that apply.

	Total	HR Managers	Sr Exec
Base	57	29	28
Creating or improving our reasonable accommodation process	81%	82%	80%
Offering disability awareness and sensitivity training to employees	63%	64%	62%
Active recruitment of people with disabilities, for example, reaching out to disability-specific recruiters or utilizing disability hiring portals like gettinghired.com	49%	61%	38%
Offering activities to make our company more inclusive, such as events or celebrations to raise disability awareness	34%	38%	31%
Offering a disability affinity group	7%	5%	9%
A dedicated disability recruiter	3%	7%	-
Other	12%	13%	11%
Not sure	13%	18%	7%

BASE: HAS DISABILITY PROGRAM

Q835 How effective is your disability program at recruiting, hiring, and retaining people with disabilities?

	Total	HR Managers	Sr Exec
Base	57	29	28
TOP 3 BOX (NET)	46%	42%	49%
TOP 2 BOX (NET)	10%	14%	7%
Extremely effective	3%	7%	-
Very effective	7%	7%	7%
Effective	36%	28%	42%
BOTTOM 2 BOX (NET)	54%	58%	51%
Somewhat effective	51%	58%	46%
Not at all effective	3%	-	6%
Not sure	-	-	-
Decline to answer	-	-	-

BASE: ALL EMPLOYERS

Q840 Please indicate if each of the following is a major reason, a minor reason or not a reason why you haven't hired [more] people with disabilities in the past 3 years, or why you have tried to hire people with disabilities but failed.

SUMMARY TABLE OF A MAJOR/MINOR REASON

	Total	HR Managers	Sr Exec
Base	411	209	202
An absence of job openings or a hiring freeze	69%	70%	69%
A lack of qualified candidates	66%	71%	62%
Not sure how to find qualified candidates	39%	40%	38%
Architectural barriers or lack of special equipment	23%	26%	21%
Concern about cost of required accommodations	17%	22%	12%
Unsure of how to address disability-specific needs	16%	18%	14%
Concern about paying for health benefits or an increase in insurance premiums	11%	11%	11%
Discomfort and uneasiness on the part of supervisors and employees	10%	13%	7%

A lack of qualified candidates

	Total	HR Managers	Sr Exec
Base	411	209	202
A MAJOR/MINOR REASON (NET)	66%	71%	62%
A major reason	42%	45%	39%
A minor reason	25%	26%	23%
Not a reason	32%	27%	36%
Not sure	2%	2%	2%
Decline to answer	*	*	-

Architectural barriers or lack of special equipment

	Total	HR Managers	Sr Exec
Base	411	209	202
A MAJOR/MINOR REASON (NET)	23%	26%	21%
A major reason	7%	9%	5%
A minor reason	16%	17%	15%
Not a reason	75%	73%	77%
Not sure	1%	*	2%
Decline to answer	*	1%	-

Concern about paying for health benefits or an increase in insurance premiums

	Total	HR Managers	Sr Exec
Base	411	209	202
A MAJOR/MINOR REASON (NET)	11%	11%	11%
A major reason	2%	1%	2%
A minor reason	9%	9%	9%
Not a reason	88%	89%	88%
Not sure	1%	*	1%
Decline to answer	-	-	-

Discomfort and uneasiness on the part of supervisors and employees

	Total	HR Managers	Sr Exec
Base	411	209	202
A MAJOR/MINOR REASON (NET)	10%	13%	7%
A major reason	1%	1%	1%
A minor reason	9%	12%	6%
Not a reason	89%	86%	92%
Not sure	1%	*	1%
Decline to answer	*	*	-

Unsure of how to address disability-specific needs

	Total	HR Managers	Sr Exec
Base	411	209	202
A MAJOR/MINOR REASON (NET)	16%	18%	14%
A major reason	2%	3%	2%
A minor reason	14%	15%	12%
Not a reason	83%	81%	84%
Not sure	1%	*	2%
Decline to answer	-	-	-

Concern about cost of required accommodations

	Total	HR Managers	Sr Exec
Base	411	209	202
A MAJOR/MINOR REASON (NET)	17%	22%	12%
A major reason	3%	4%	2%
A minor reason	14%	17%	10%
Not a reason	82%	78%	86%
Not sure	1%	*	2%
Decline to answer	-	-	-

Not sure how to find qualified candidates

	Total	HR Managers	Sr Exec
Base	411	209	202
A MAJOR/MINOR REASON (NET)	39%	40%	38%
A major reason	13%	13%	14%
A minor reason	26%	28%	25%
Not a reason	60%	59%	61%
Not sure	1%	1%	1%
Decline to answer	-	-	-

An absence of job openings or a hiring freeze

	Total	HR Managers	Sr Exec
Base	411	209	202
A MAJOR/MINOR REASON (NET)	69%	70%	69%
A major reason	42%	44%	41%
A minor reason	27%	26%	27%
Not a reason	30%	30%	31%
Not sure	*	-	*
Decline to answer	-	-	-

BASE: HIRED PWD IN PAST 3 YEARS

Q845How does your company recruit people with disabilities? Please select **all** that apply.

	Total	HR Managers	Sr Exec
Base	250	139	111
Employee referrals	70%	76%	64%
Friends or word-of-mouth referrals	62%	61%	62%
Online job boards or portals	58%	69%	44%
Non-profit or community-based service provider agencies, such as Goodwill, The Arc or other local groups	40%	53%	25%
State or federal service provider agencies, such as Vocational Rehabilitation or One-Stop Career Centers	39%	50%	26%
Outreach to educational or training institutions	36%	39%	33%
Temp agencies	31%	32%	31%
Independent or private recruiters or headhunters	20%	20%	20%
Other	8%	11%	5%
Not sure	14%	8%	21%
Decline to answer	*	-	1%

BASE: USE SERVICE PROVIDERS

Q850 Thinking about your previous experiences with non-profit, community-based, state or federal service providers, how effective have they been in recruiting, hiring, and retaining people with disabilities?

	Total	HR Managers	Sr Exec
Base	127	87	40
TOP 3 BOX (NET)	34%	30%	42%
TOP 2 BOX (SUB-NET)	18%	13%	28%
Extremely effective	4%	4%	4%
Very effective	14%	9%	24%
Effective	16%	16%	14%
BOTTOM 2 BOX (NET)	62%	67%	51%
Somewhat effective	51%	54%	46%
Not at all effective	11%	13%	6%
Not sure	4%	4%	6%
Decline to answer	-	-	-

BASE: DO NOT USE SERVICE PROVIDERS

Q855 Why doesn't your company use non-profit, community-based, state or federal service providers to help you hire people with disabilities? Please select **all** that apply.

	Total	HR Managers	Sr Exec
Base	123	52	71
We do not have a need for the services they offer	48%	59%	41%
Have not heard of them	30%	24%	35%
They do not provide quality candidates	13%	21%	8%
They are too expensive	3%	-	5%
Previous negative experience with one	1%	-	2%
Other	3%	-	5%
Other means of finding candidates are adequate	1%	-	2%
Not sure	8%	7%	8%
Decline to answer	3%	2%	4%
Not sure if we do or don't	5%	-	8%

BASE: ALL EMPLOYERS

Q860 Below is a list of various services that non-profit, community-based, state and federal service providers offer. Which **two** of the following services would be the most helpful to your company for hiring people with disabilities?

	Total	HR Managers	Sr Exec
Base	411	209	202
Assistance finding qualified candidates with disabilities	63%	61%	65%
Help matching job descriptions to a specific set of skills, also known as job sculpting	53%	48%	58%
Job-specific training for employees with disabilities	32%	30%	34%
Expertise on accommodations and assistive technology	23%	27%	18%
Job coaches for people with disabilities after they are hired	22%	25%	20%
Not sure	3%	3%	2%
Decline to answer	1%	1%	*

BASE: ALL EMPLOYERS

Q865 Does your company offer an information or education program to help your managers and employees learn to work with people with disabilities, or not?

	Total	HR Managers	Sr Exec
Base	411	209	202
Yes, has program	18%	23%	14%
No, does not have program	81%	77%	86%
Not sure	*	-	1%
Decline to answer	-	-	-

SECTION 900: FLEXIBLE WORKPLACE ARRANGEMENTS & ACCOMMODATIONS
BASE: ALL EMPLOYERS

Q900 Which of the following arrangements or benefits, if any, do you offer to your employees?

SUMMARY TABLE OF YES

	Total	HR Managers	Sr Exec
Base	411	209	202
Flextime scheduling	68%	66%	70%
Consultation and equipment available for ergonomically designed workstations	60%	67%	53%
Mentoring program to support new or junior staff in order to facilitate retention and promotion	58%	58%	57%
Flexible holidays or earned time programs	56%	57%	56%
Telecommuting or telework	52%	51%	52%
Flexible internal training and education methods to accommodate different learning styles (visual, auditory, etc.)	52%	59%	44%
Compressed work week	39%	40%	38%
Negotiation of job descriptions to emphasize employee strengths in the context of business needs	36%	35%	38%
Phased retirement options for older employees	22%	19%	25%
On-site daycare or allowance for daycare	10%	7%	12%

Flextime scheduling

	Total	HR Managers	Sr Exec
Base	411	209	202
Yes	68%	66%	70%
No	30%	33%	26%
Not sure	2%	1%	3%
Decline to answer	*	1%	-

Compressed workweek

	Total	HR Managers	Sr Exec
Base	411	209	202
Yes	39%	40%	38%
No	58%	59%	57%
Not sure	3%	1%	5%
Decline to answer	-	-	-

Negotiation of job descriptions to emphasize employee strengths in the context of business needs

	Total	HR Managers	Sr Exec
Base	411	209	202
Yes	36%	35%	38%
No	56%	62%	50%
Not sure	8%	3%	13%
Decline to answer	*	*	-

Telecommuting or telework

	Total	HR Managers	Sr Exec
Base	411	209	202
Yes	52%	51%	52%
No	47%	48%	46%
Not sure	2%	1%	2%
Decline to answer	-	-	-

Consultation and equipment available for ergonomically designed workstations

	Total	HR Managers	Sr Exec
Base	411	209	202
Yes	60%	67%	53%
No	31%	28%	35%
Not sure	8%	5%	11%
Decline to answer	-	-	-

On-site daycare or allowance for daycare

	Total	HR Managers	Sr Exec
Base	411	209	202
Yes	10%	7%	12%
No	87%	91%	83%
Not sure	3%	2%	5%
Decline to answer	-	-	-

Phased retirement options for older employees

	Total	HR Managers	Sr Exec
Base	411	209	202
Yes	22%	19%	25%
No	68%	73%	63%
Not sure	10%	7%	13%
Decline to answer	*	1%	-

Flexible holidays or earned time programs

	Total	HR Managers	Sr Exec
Base	411	209	202
Yes	56%	57%	56%
No	41%	42%	39%
Not sure	3%	1%	5%
Decline to answer	-	-	-

Flexible internal training and education methods to accommodate different learning styles (visual, auditory, etc.)

	Total	HR Managers	Sr Exec
Base	411	209	202
Yes	52%	59%	44%
No	43%	40%	46%
Not sure	6%	1%	10%
Decline to answer	-	-	-

Mentoring program to support new or junior staff in order to facilitate retention and promotion

	Total	HR Managers	Sr Exec
Base	411	209	202
Yes	58%	58%	57%
No	39%	39%	38%
Not sure	4%	2%	5%
Decline to answer	-	-	-

BASE: OFFERS MULTIPLE FLEXIBLE WORKPLACE ARRANGEMENTS

Q905 Which **two** of the following arrangements or benefits do your employees with disabilities use most?

	Total	HR Managers	Sr Exec
Base	373	191	182
Flextime scheduling	32%	34%	29%
Consultation and equipment available for ergonomically designed workstations	22%	26%	18%
Telecommuting or telework	14%	16%	11%
Flexible internal training and education methods to accommodate different learning styles (visual, auditory, etc.)	14%	16%	12%
Mentoring program to support new or junior staff in order to facilitate retention and promotion	14%	14%	14%
Flexible holidays or earned time programs	12%	15%	8%
Negotiation of job descriptions to emphasize employee strengths in the context of business needs	11%	15%	8%
Compressed work week	7%	6%	8%
Phased retirement options for older employees	3%	4%	3%
On-site daycare or allowance for daycare	1%	-	2%
Not sure	35%	27%	43%
Decline to answer	*	1%	-

BASE: OFFERS AT LEAST ONE FLEXIBLE WORKPLACE ARRANGEMENT

Q910 How does the usage of the flexible workplace arrangements by employees with disabilities compare to that of employees without disabilities? Employees with disabilities use the arrangements...

	Total	HR Managers	Sr Exec
Base	398	204	194
TOP 2 BOX (NET)	14%	15%	14%
Significantly more	3%	2%	3%
Somewhat more	11%	12%	11%
The same	47%	56%	38%
BOTTOM 2 BOX (NET)	4%	3%	4%
Somewhat less	2%	2%	2%
Significantly less	1%	2%	1%
Not sure	34%	26%	43%
Decline to answer	1%	*	2%

BASE: ALL EMPLOYERS

Q915 Thinking about all related employment costs, including healthcare, accommodations, and general management costs, how do you think the cost of hiring a person with a disability compares to that of a person without a disability?

	Total	HR Managers	Sr Exec
Base	382	204	178
TOP 2 BOX (NET)	35%	34%	36%
Much more expensive	2%	3%	2%
Somewhat more expensive	33%	31%	35%
The same	62%	64%	60%
BOTTOM 2 BOX (NET)	2%	1%	3%
Somewhat less expensive	2%	1%	3%
Significantly less expensive	*	*	-
Not sure	1%	2%	1%
Decline to answer	-	-	-

SECTION 1000: OTHER TOPICS

BASE: ALL EMPLOYERS

Q1000 For each of the following, please indicate if you think employees with disabilities have more, less, or about the same as compared to employees without disabilities.

SUMMARY TABLE OF “MORE”

	Total	HR Managers	Sr Exec
Base	411	209	202
Dedication	35%	37%	34%
Flexibility to adapt to new situations	16%	19%	12%
Absenteeism	14%	13%	15%
Ability to acquire new skills	7%	7%	7%
Turnover	7%	4%	10%

SUMMARY TABLE OF “LESS”

	Total	HR Managers	Sr Exec
Base	411	209	202
Turnover	33%	33%	33%
Flexibility to adapt to new situations	16%	14%	17%
Absenteeism	13%	14%	12%
Ability to acquire new skills	10%	7%	12%
Dedication	2%	2%	2%

SUMMARY TABLE OF “ABOUT THE SAME”

	Total	HR Managers	Sr Exec
Base	411	209	202
Ability to acquire new skills	81%	84%	77%
Absenteeism	71%	72%	71%
Flexibility to adapt to new situations	67%	65%	69%
Dedication	62%	60%	63%
Turnover	58%	61%	55%

Absenteeism

	Total	HR Managers	Sr Exec
Base	411	209	202
More than	14%	13%	15%
Less than	13%	14%	12%
About the same	71%	72%	71%
Not sure	1%	1%	1%
Decline to answer	1%	1%	1%

Turnover

	Total	HR Managers	Sr Exec
Base	411	209	202
More than	7%	4%	10%
Less than	33%	33%	33%
About the same	58%	61%	55%
Not sure	2%	2%	1%
Decline to answer	1%	-	1%

Flexibility to adapt to new situations

	Total	HR Managers	Sr Exec
Base	411	209	202
More than	16%	19%	12%
Less than	16%	14%	17%
About the same	67%	65%	69%
Not sure	1%	1%	1%
Decline to answer	1%	*	1%

Ability to acquire new skills

	Total	HR Managers	Sr Exec
Base	411	209	202
More than	7%	7%	7%
Less than	10%	7%	12%
About the same	81%	84%	77%
Not sure	1%	1%	1%
Decline to answer	1%	-	2%

Dedication

	Total	HR Managers	Sr Exec
Base	411	209	202
More than	35%	37%	34%
Less than	2%	2%	2%
About the same	62%	60%	63%
Not sure	1%	1%	1%
Decline to answer	1%	*	1%

BASE: ALL EMPLOYERS

Q1005 Thinking about your employees with disabilities, what would you say differentiates those who succeed from those who do not succeed?

	Total	HR Managers	Sr Exec
Base	411	209	202
Same characteristics as employees without disabilities	11%	10%	12%
Motivation/Drive	10%	8%	12%
Positive attitude/can-do attitude	8%	9%	8%
Desire to succeed	8%	9%	7%
Determination	8%	8%	7%
Work ethic	7%	5%	9%
Dedication	7%	6%	7%
Ability to learn/perform the requirements for the job	6%	8%	4%
Adequate employer support on the job	6%	5%	7%
Adaptability	5%	4%	6%
Skill set/willingness to acquire new skills	5%	5%	5%
Request accommodation when needed	3%	4%	1%
No employee with a disability has been unsuccessful	2%	5%	-
Flexibility	2%	3%	2%
Tend to try harder	2%	2%	3%
Focusing on what they can do; not what they can't	2%	4%	*
Depends upon the nature of the disability	2%	2%	2%
Job knowledge/Experience	2%	3%	1%
Coaching/Training	2%	3%	1%
Appreciation for having the job	2%	3%	*
Passion/Caring for their job	2%	2%	2%
Work well with others/blend with others	2%	1%	2%
Loyalty to the company	1%	1%	2%
Family/external support	1%	1%	1%
Intelligence	1%	*	2%
Education	1%	1%	*
Other	3%	4%	3%
Not applicable/We do not have any employees with disabilities	15%	16%	14%
Don't know	10%	8%	13%
Decline to answer	2%	*	3%

SECTION 1100: PWD IN LEADERSHIP POSITIONS**BASE: ALL EMPLOYERS**

Q1100 Are there currently any people with disabilities in management or leadership positions within your company?

	Total	HR Managers	Sr Exec
Base	411	209	202
Yes	22%	25%	19%
No	54%	55%	53%
Not sure	23%	19%	28%
Decline to answer	-	-	-

BASE: PWD IN LEADERSHIP POSITIONS

Q1105 To the best of your knowledge, what is the highest level position held by a person with a disability?

	Total	HR Managers	Sr Exec
Base	108	62	46
Chief Executive Officer, Chief Financial Officer, Chief Operations Officer, or other C-level position	11%	11%	10%
President/Partner/Owner	1%	-	2%
Vice President	14%	14%	14%
Director	23%	24%	23%
Manager/Supervisor	38%	35%	42%
Other professional position	4%	6%	-
Other non-professional position	-	-	-
Not sure	10%	10%	9%
Decline to answer	-	-	-

SECTION 1200: ADA & COSTS

BASE: ALL EMPLOYERS

Q1200 In what way has complying with the Americans with Disabilities Act, or ADA, and other disability laws and regulations affected your company?

	Total	HR Managers	Sr Exec
Base	411	209	202
TOP 2 BOX (NET)	10%	10%	9%
Helped significantly	4%	4%	4%
Helped somewhat	6%	7%	6%
Neither helped nor hurt	80%	85%	75%
BOTTOM 2 BOX (NET)	5%	4%	6%
Hurt somewhat	4%	4%	5%
Hurt significantly	1%	*	1%
I am not familiar with the ADA	5%	*	10%
Not sure	-	-	-
Decline to answer	-	-	-

BASE: ALL EMPLOYERS

Q1205 How effective do you think the ADA has been at equalizing employment opportunities for people with disabilities?

	Total	HR Managers	Sr Exec
Base	411	209	202
TOP 2 BOX (NET)	9%	11%	6%
Extremely effective	1%	1%	2%
Very effective	7%	10%	5%
Effective	33%	37%	28%
BOTTOM 2 BOX (NET)	51%	49%	52%
Somewhat effective	46%	46%	47%
Not at all effective	4%	4%	4%
I am not familiar with the ADA	6%	1%	11%
Not sure	1%	*	2%
Decline to answer	1%	*	1%

SECTION 1300: COMPANY DATA**BASE: ALL EMPLOYERS**

Q1300 Now just a few questions to help us analyze your responses.

What is the average age of your workforce? If you are unsure, please use your best estimate.

	Total	HR Managers	Sr Exec
Base	411	209	202
<40 (NET)	43%	40%	45%
<30	7%	7%	7%
30-34	10%	10%	11%
35-39	25%	23%	27%
40+ (NET)	56%	59%	53%
40-44	27%	29%	25%
45-49	22%	25%	18%
50-54	6%	3%	9%
55+	1%	2%	1%
Not sure	1%	1%	2%
Decline to answer	*	1%	-
<i>MEAN</i>	39.3	39.6	38.9

BASE: ALL EMPLOYERS

Q1305 We are interested in learning more about the composition of your workforce. If you are not sure of the exact percentages please just use your best estimate. To begin, what percentage of your workforce is ...

SUMMARY TABLE OF MEANS

	Total	HR Managers	Sr Exec
Base	411	209	202
Black/African-American	14.3	15.1	13.4
Hispanic	14.4	14	14.9
Asian	8.0	6.8	9.2
All else	61.8	62.5	61

BASE: ALL EMPLOYERS

Q1307 Approximately what percentage of your workforce is...

SUMMARY TABLES OF MEANS

	Total	HR Managers	Sr Exec
Base	411	209	202
Men	53.7	55.2	52.2
Women	46.0	44.7	47.4

BASE: ALL EMPLOYERS**Q1312** In what industry do you currently work?

	Total	HR Managers	Sr Exec
Base	411	209	202
Manufacturing	18%	24%	12%
Healthcare & Social Assistance	12%	9%	15%
Education	8%	6%	9%
Banking & Finance	8%	4%	11%
Other Services	5%	5%	4%
Construction (heavy/special trades)	5%	3%	6%
Technology Services	4%	3%	6%
Accommodation and Food Services	3%	4%	2%
Retail Trade	3%	3%	3%
Insurance	3%	3%	4%
Transportation & Warehousing	3%	4%	2%
Arts, Entertainment & Recreation	3%	2%	3%
Telecommunications	2%	2%	3%
Automotive Services	2%	3%	1%
Public Administration/Government	2%	2%	2%
Engineering Services	2%	3%	1%
Utilities	2%	2%	1%
Religious/Non-Profit Organizations	1%	2%	1%
Wholesale Trade	1%	2%	1%
Advertising/Marketing	1%	1%	1%
Research Services	1%	-	2%
Communications	1%	-	1%
Legal Services	1%	1%	-
Printing Trade	*	1%	-
Waste Management/Remediation Services	*	1%	-
Mining	*	*	1%
Agric./Forestry/Fishing/Hunting	*	-	1%
Real Estate	*	-	1%
Administrative Support Services	*	-	*
Travel	*	-	*
Military	*	*	-
Other	7%	7%	7%
Not sure	-	-	-
Decline to answer	*	1%	-

BASE: ALL EMPLOYERS

Q1310 What was your company's total U.S. gross revenue (before expenses, taxes, etc.) for 2009? If you are not sure, please give your best estimate.

	Total	HR Managers	Sr Exec
Base	411	209	202
<\$50M (NET)	47%	44%	50%
<\$10M (SUBNET)	25%	23%	27%
Less than \$200,000	1%	1%	1%
\$200,000 to \$499,999	1%	2%	-
\$500,000 to \$999,999	1%	1%	2%
\$1 million to \$2.49 million	6%	8%	4%
\$2.5 million to \$4.99 million	5%	3%	8%
\$5 million to \$9.99 million	10%	9%	12%
\$10M-49.9M (SUBNET)	22%	21%	23%
\$10 million to \$24.9 million	14%	13%	14%
\$25 million to \$49.9 million	8%	8%	9%
\$50M-\$249.9M (NET)	15%	16%	14%
\$50 million to \$99.9 million	6%	7%	6%
\$100 million to \$249.9 million	9%	10%	8%
\$250M+ (NET)	29%	27%	31%
\$250 million to \$499.9 million	5%	4%	6%
\$500 million to \$749.9 million	5%	5%	5%
\$750 million to \$999.9 million	3%	4%	3%
\$1B+ (SUBNET)	16%	14%	17%
\$1 billion to \$1.99 billion	5%	4%	6%
\$2 billion or more	11%	10%	11%
Not sure	5%	8%	3%
Decline to answer	3%	5%	1%