Introduction of 2022 Kessler Foundation Survey: Effects of COVID-19 Pandemic on Supervisor Perspectives

Comparing the Workplaces of 2022 and 2017

October 21, 2022
Up Front Matters

• This webinar is being recorded. We will post an archive along with the Monthly nTIDE broadcast on our webinar, each month, on our website at www.researchondisability.org/nTIDE. This site will also provide copies of the presentations, the speakers’ bios, full transcripts, and other valuable resources.

• As an attendee of this webinar, you are a viewer. To ask questions of the speakers, click on the Q & A box on your webinar screen and type your questions into the box. Speakers will review these questions and provide answers during the last section of the webinar. Some questions may be answered directly in the Q & A box.
Your Host For Today

Elaine Katz, MS, CCC-CLP
Senior Vice-President of Grants and Communications
Kessler Foundation
ASL Interpreter & Closed Captioning

• To see interpreter and the gallery of speakers at the same time, we recommend using a computer or laptop, rather than a phone or tablet.

• For closed captioning, click on the Closed Caption button and select Show Subtitle or View Full Transcript.
Today’s Agenda

• 12:00 pm  Opening Remarks and Introduction
• 12:10 pm  Survey Presentation
• 12:40 pm  Guest Speaker
• 12:50 pm  Open Q&A period
• 1:15 pm   Post Webinar Discussion (Optional)
• 1:30 pm   Thank you and Adjournment
Opening Remarks

Rodger DeRose, MBA
President & CEO
Kessler Foundation
Brief Overview of the Survey and Sample
Motivation

• Need for actionable information about how employers can contribute to eliminating the employment gap between people with and without disabilities (see Monthly nTIDE Report).

• 2015 KF-NEDS: Workers with Disabilities revealed ways that workers with disabilities successfully overcame barriers—*Striving to Work.*
  – The workplace was a source of barriers and supports to overcome barriers.

• 2017 KF-NEDS: Supervisor Perspectives sought to identify
  – How frequently employer practices to support the recruitment, hiring, onboarding, retention of workers with disabilities were used
  – The effectiveness (if used) or feasibility (if not used) of these practices.
Description of Questionnaire

• **Topics Covered:**
  – Commitment of upper management.
  – Recruitment and hiring practices.
  – Onboarding and training practices.
  – Retention and accommodation practices.

• **Asked about:**
  – Use of a practice and, if used, effectiveness, and if not used, feasibility.
  – For general practices (not specific to disability), effectiveness for workers generally and then for workers with disabilities specifically.
Characteristics of the Sample

- Sample drawn from the Qualtrics Business-to-Business panel.
- Analytic sample of 3,797 supervisors with experience supervising workers with disabilities.
  - 52% between 35-50 years old.
  - 55% male.
  - 74% white.
  - 71% college degree or higher.
  - 78% working for private, for-profit.
  - 48% had experience supervising people with disabilities.
Brief Overview of the Results
COVID-19 Impact

• 47% of supervisors reported that the COVID-19 pandemic had a moderate or large negative effect on their organizations.
• 40% reported little or no change in the number of employees.
• 38% reported moderate to large decreases in the number of employees.
• 47% reported a moderate to large increase in the percent of paid employees working from home.
  - Of those who reported a moderate to large increase in working from home, 69% expected this percentage to increase in the coming years.
COVID-19 and Accommodation Practices

• 78% reported that their organization established or changed their accommodation processes due to issues created by COVID-19.

• 76% of supervisors who worked in organizations with established accommodations processes stated that their organization used its established process for employees who requested accommodations due to COVID-19 susceptibility.
Long COVID-19 and Accommodations

• 40% of supervisors reported supervising an employee(s) who experienced Long COVID.

• Of supervisors who supervised employees with Long COVID:
  – 58% stated that employees received accommodations.
  – 11% reported not providing accommodations because the effects were not severe enough to decrease productivity.
  – 19% reported not providing accommodations because the employee did not request accommodations.
COMPARING 2017 AND 2022 RESULTS
(Pre and “Post” COVID-19)
USE OF PRACTICES
# Recruiting and Training Practices

<table>
<thead>
<tr>
<th>Practice</th>
<th>2017</th>
<th>2022</th>
<th>Times Higher</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall formal recruiting process</td>
<td>84%</td>
<td>90%</td>
<td>1.1</td>
</tr>
<tr>
<td>Partner with disability organizations to help recruit qualified PWD</td>
<td>27%</td>
<td>43%</td>
<td>1.6</td>
</tr>
<tr>
<td>Train supervisors in accessible application and interview techniques</td>
<td>40%</td>
<td>58%</td>
<td>1.5</td>
</tr>
<tr>
<td>Review or audit hiring procedures to ensure disability accessibility</td>
<td>43%</td>
<td>58%</td>
<td>1.3</td>
</tr>
</tbody>
</table>
# Onboarding and Training Practices

<table>
<thead>
<tr>
<th>Training Method</th>
<th>2017</th>
<th>2022</th>
<th>Times Higher</th>
</tr>
</thead>
<tbody>
<tr>
<td>Onsite training by supervisor or coworker</td>
<td>73%</td>
<td>71%</td>
<td>1.0</td>
</tr>
<tr>
<td>Job shadowing</td>
<td>61%</td>
<td>64%</td>
<td>1.0</td>
</tr>
<tr>
<td>Short-term outside assistance</td>
<td>19%</td>
<td>32%</td>
<td>1.7</td>
</tr>
</tbody>
</table>
## Accommodation Practices

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2022</th>
<th>Times Higher</th>
</tr>
</thead>
<tbody>
<tr>
<td>Formal process for requesting accommodations</td>
<td>66%</td>
<td>71%</td>
<td>1.1</td>
</tr>
<tr>
<td>Centralized accommodation fund</td>
<td>16%</td>
<td>39%</td>
<td>2.4</td>
</tr>
<tr>
<td>Flexible work schedule</td>
<td>25%</td>
<td>40%</td>
<td>1.6</td>
</tr>
<tr>
<td>Working from home (at least some of the time)</td>
<td>18%</td>
<td>42%</td>
<td>2.3</td>
</tr>
<tr>
<td>Job sharing</td>
<td>13%</td>
<td>26%</td>
<td>2.0</td>
</tr>
</tbody>
</table>
## Retention Practices

<table>
<thead>
<tr>
<th>Retention Practice</th>
<th>2017</th>
<th>2022</th>
<th>Times Higher</th>
</tr>
</thead>
<tbody>
<tr>
<td>Train employees regarding disability issues and cultural competence</td>
<td>43%</td>
<td>58%</td>
<td>1.3</td>
</tr>
<tr>
<td>Consult guidance from gov't resources regarding accommodations</td>
<td>40%</td>
<td>47%</td>
<td>1.2</td>
</tr>
</tbody>
</table>
Changes in Effectiveness, 2017 to 2022

• Among those reporting the use of a practice, we ask about its effectiveness, and if a general practice, whether the practices is as effective (or more) for people with disabilities.

• With one exception there were little changes in effectiveness.
  – This is interesting ... given the increase in the use of practices ... we might expect a decline in effectiveness.

• The one exception was the “Overall Formal Recruiting Process.”
  – Supervisors who viewed it as effective in 2022 were 1.2 times more likely to see it as being more effective for people with disabilities, compared to supervisors who viewed it as effective in 2017.
CLOSER LOOK AT SELECT PRACTICES IN 2022
Partner with Disability Organizations when Recruiting (2022)

<table>
<thead>
<tr>
<th>Uses Practice</th>
<th>Feasible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>43%</td>
</tr>
<tr>
<td>No</td>
<td>32%</td>
</tr>
<tr>
<td>Don’t Know</td>
<td>25%</td>
</tr>
</tbody>
</table>

- Feasible: 96%
- Effective: 71%
- Uses Practice: 43%
- No: 32%
- Don’t Know: 25%
Flexible Work Schedule as an Accommodation (2022)

- No: Feasible 50%
  - Sometimes: Uses Practice 44%, Effective 90%, As or More Effective for PWD 87%
  - Yes: Uses Practice 40%, Effective 94%, As or More Effective for PWD 93%

#KFsurvey2022
Work from Home (at least some of the time) as an Accommodation (2022)

- Not Offered: 23%
- Discretionary: 35%
- Automatic: 42%

Uses Practice: 92%
Effective: 80%
As or More Effective for PWD: 82%

Feasible: 28%
Guest Speaker

Wendi Safstrom
Society for HR Management Foundation
EMPOWERING | INSPIRING | TRANSFORMING

PURPOSE: Elevate and empower HR as a social force

MISSION: Mobilizing the power of HR and the generosity of donors to lead positive social change impacting work, workers and the workplace.

VISION: A world of work that works for all
2022 STRATEGIC PRIORITIES – ELEVATE HR

Building Inclusive Workplaces

Workplace Mental Health & Wellness

Support for Students

Skill Building: Preparing People for Today’s and Tomorrow’s Workplaces

We Solve Problems. We Build Brands. We Champion Inclusion
We Inspire and Celebrate Excellence
We Develop People, Better Businesses and Better Communities
HR professionals and people managers are feeling the pressure to hire and retain talent to meet ambitious DEI goals...

At the same time, organizations are facing record turnover and labor shortages.

While untapped talent pools can help organizations meet goals and overcome challenges in both areas, these groups continue to be overlooked as a source of talent.
SNAPSHOT:  
THE BUSINESS CASE FOR UNTAPPED TALENT

**Performance is Better or Equal**
Workers from untapped talent pools perform better or equal to their counterparts.

**Access the Talent & Skills You Need in a Tough Labor Market**
By seriously and intently engaging with untapped talent pools, employers have the opportunity to springboard themselves ahead of their competitors. Untapped talent groups are businesses’ best path to recovery.

**Inclusion is Beneficial for Workers and Organizations**
An abundance of research shows that inclusive workplaces are more productive and happier. Inclusivity opens the door to more opportunity to foster mutually beneficial work environments, where both businesses and employees can thrive.

**LEARN MORE:** untappedtalent.shrm.org
BUILDING INCLUSIVE WORKPLACES

EMPLOYING ABILITIES AT WORK INITIATIVE

It Just Works. For Business.

BUILD A MORE INCLUSIVE WORKPLACE

SIRM
Foundation

Employing Abilities at Work Certificate

The SHRM Foundation Awards the Employing Abilities at Work Certificate to JANE SMITH

For completion of all requirements of the Employing Abilities at Work Certificate program, offered by the SHRM Foundation through the generous support of the Kessler Foundation.

Wendi Salstrom
President

LEARN MORE: employingabilities.org
Questions & Answers

• Use “Q&A” button on Zoom to ask a question.

• Slides will be archived at
  
  https://www.researchondisability.org/ntide-episodes-list

• Take our feedback survey at
  
  https://www.researchondisability.org/ntide-episodes-list
Thank You For Attending!

• If you have any questions following this recording, please contact us at disability.statistics@unh.edu, or toll free at 866-538-9521 for more information.

• For additional survey information, please visit Kessler Foundation.org
Extra Slides
(Not Presented)
<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2022</th>
<th>Diff.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gender</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>41%</td>
<td>55%</td>
<td>14 ppt</td>
</tr>
<tr>
<td>Female</td>
<td>59%</td>
<td>44%</td>
<td>-15 ppt</td>
</tr>
<tr>
<td><strong>Race</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>White</td>
<td>77%</td>
<td>74%</td>
<td>-3 ppt</td>
</tr>
<tr>
<td>Other race</td>
<td>23%</td>
<td>26%</td>
<td>3 ppt</td>
</tr>
<tr>
<td><strong>Age</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>18-34 years</td>
<td>27%</td>
<td>26%</td>
<td>-1 ppt</td>
</tr>
<tr>
<td>35 years or more</td>
<td>72%</td>
<td>73%</td>
<td>1 ppt</td>
</tr>
<tr>
<td><strong>Education</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less than college degree</td>
<td>24%</td>
<td>29%</td>
<td>5 ppt</td>
</tr>
<tr>
<td>College degree or higher</td>
<td>76%</td>
<td>71%</td>
<td>-5 ppt</td>
</tr>
<tr>
<td><strong>Supervising PWD</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>51%</td>
<td>48%</td>
<td>-3 ppt</td>
</tr>
<tr>
<td>No</td>
<td>49%</td>
<td>52%</td>
<td>3 ppt</td>
</tr>
</tbody>
</table>
## Compare 2017 and 2022 Respondents

<table>
<thead>
<tr>
<th>Sector</th>
<th>2017</th>
<th>2022</th>
<th>Diff.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private for-profit</td>
<td>69%</td>
<td>78%</td>
<td>9 ppt</td>
</tr>
<tr>
<td>Non-profit</td>
<td>16%</td>
<td>10%</td>
<td>-6 ppt</td>
</tr>
<tr>
<td>Government</td>
<td>15%</td>
<td>13%</td>
<td>-2 ppt</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Industry</th>
<th>2017</th>
<th>2022</th>
<th>Diff.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health</td>
<td>13%</td>
<td>11%</td>
<td>-2 ppt</td>
</tr>
<tr>
<td>Education</td>
<td>11%</td>
<td>6%</td>
<td>-5 ppt</td>
</tr>
<tr>
<td>Construction</td>
<td>4%</td>
<td>8%</td>
<td>4 ppt</td>
</tr>
<tr>
<td>Professional, sci. &amp; tech.</td>
<td>11%</td>
<td>14%</td>
<td>3 ppt</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>10%</td>
<td>13%</td>
<td>3 ppt</td>
</tr>
<tr>
<td>Service industry</td>
<td>12%</td>
<td>11%</td>
<td>-1 ppt</td>
</tr>
<tr>
<td>Finance, insurance &amp; real estate</td>
<td>9%</td>
<td>9%</td>
<td>0 ppt</td>
</tr>
<tr>
<td>Other</td>
<td>28%</td>
<td>27%</td>
<td>-2 ppt</td>
</tr>
</tbody>
</table>
Full Slides for 2022 Practices
RECRUITING & HIRING PRACTICES IN 2022
Organizational Recruiting Process

- 90% has a process
- 92% of the processes are effective
- 73% are as or more effective for PWD
Partner with Disability Organizations when Recruiting

- **Uses Practice**
  - **Yes**: 43% Effective, 96% Feasible
  - **No**: 32% Effective, 71% Feasible
  - **Don’t Know**: 25% Effective, 87% Feasible

#KFsurvey2022
Organizational Hiring Goals

Include:

- Diversity: 75%
- Disability: 49%
ONBOARDING & TRAINING PRACTICES IN 2022
Process for New Employees to Learn Job

- Has process: 91%
- Process effective: 95%
- As or more effective for PWD: 68%
Job Shadowing

<table>
<thead>
<tr>
<th>Usage</th>
<th>No</th>
<th>Sometimes</th>
<th>Yes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Uses Practice</td>
<td>8%</td>
<td>29%</td>
<td>64%</td>
</tr>
<tr>
<td>Effective</td>
<td>94%</td>
<td>97%</td>
<td>87%</td>
</tr>
<tr>
<td>Feasible</td>
<td>73%</td>
<td>85%</td>
<td>87%</td>
</tr>
</tbody>
</table>

#KFsurvey2022
Short-term Outside Assistance

- No: 33% Uses Practice, 57% Feasible
- Sometimes: 34% Uses Practice, 88% Effective, 91% As or More Effective for PWD
- Yes: 32% Uses Practice, 93% Effective, 92% As or More Effective for PWD
Onsite Training by Supervisor or Coworker

<table>
<thead>
<tr>
<th></th>
<th>No</th>
<th>Sometimes</th>
<th>Yes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Uses Practice</td>
<td>4%</td>
<td>26%</td>
<td>71%</td>
</tr>
<tr>
<td>Effective</td>
<td>90%</td>
<td></td>
<td>96%</td>
</tr>
<tr>
<td>As Effective for PWD</td>
<td>61%</td>
<td>89%</td>
<td>87%</td>
</tr>
</tbody>
</table>
ACCOMMODATION & RETENTION IN 2022
Process for Employees with Disabilities to Request Accommodations

- Has process: 71%
- Process effective: 95%
- Discuss at orientation: 77%

#KFsurvey2022
Centralized Accommodation Fund

Don't Know: 33%
No: 27%
Yes: 39%

Uses Practice

Effective: 92%
Flexible Work Schedule as Accommodation

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>Sometimes</th>
<th>No</th>
<th>Feasible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Uses Practice</td>
<td>40%</td>
<td>44%</td>
<td>16%</td>
<td>50%</td>
</tr>
<tr>
<td>Effective</td>
<td>94%</td>
<td>90%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>As or More Effective for PWD</td>
<td>93%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Work from Home (at least some of the time) as an Accommodation

- Not Offered: 23% (28% Feasible)
- Discretionary: 35% (80% Effective)
- Automatic: 42% (92% As or More Effective for PWD)

#KFsurvey2022
Job Sharing as an Accommodation

- **Not Offered**: 38%
  - Feasible: 46%
- **Discretionary**: 36%
  - Uses Practice: 89%
  - Effective: 91%
- **Automatic**: 26%
  - Uses Practice: 95%
  - Effective: 95%
  - As or More Effective for PWD: 95%
Retention Practices: Cultural Competence Training for Employees

- **No**: 19% for Not Using Practice, 68% for Feasible
- **In the past**: 23% for Not Using Practice, 85% for Feasible
- **Regularly**: 58% for Using Practice, 95% for Effective for Retaining PWD

#KFsurvey2022
Retention Practices: Consult Fed, State, and Local Guidance regarding Accommodations

- Regularly: Uses Practice 47%, Effective for Retaining PWD 93%
- In the past: Uses Practice 33%, Feasible 86%
- No: Uses Practice 20%, Feasible 64%

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