

Disability Management and the Enterprise

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Professional Biographical Information

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Susanne holds a doctoral degree in Rehabilitation Counseling Psychology from the University of Wisconsin-Madison, and Masters degrees in Rehabilitation Counseling (University of Southern California), Public Administration (Seattle University), and Adult Education (Seattle University). She is a Fellow in the American Psychological Association, and Past President of the Division (22) of Rehabilitation Psychology of the American Psychological Association (APA), the National Council on Rehabilitation Education (NCRE), and the American Rehabilitation Counseling Association (ARCA). Susanne currently serves as a Division 22 (Rehabilitation Psychology) Representative to the American Psychological Association Council of Representatives, the current Chair of GLADNET (the Global Applied Disability Research and Information Network on Employment and Training), and on the CARF (an international rehabilitation facility accreditation organization) Board of Directors.

Introduction

I am very pleased to have been asked to participate in the KEPAD Conference as a speaker. I am delighted to be here because I have heard many good things about this association and I am pleased to be able to have time to learn more. And, also I am very pleased because it is my very first time in Korea, and I am personally very excited about this as well.

The topic which you have chosen for me, *Disability Management and the Enterprise*, is one that is very near and dear to my heart. My interest in the disability area has always been one that has been focused on employment for people with disabilities. Over the years it has changed in its focus, as I have strived to reach higher levels of influence to impact the policies and practices that perhaps can make a difference in the number of people with disabilities who are accepted into employment and maintained in their work life roles.

I think that this is a very important and significant time for us to be speaking about *Disability Management and the Enterprise*, because we are poised on the edge of a wonderful opportunity, if we seize it. Now, more than ever, business enterprises are at a point of potential receptivity to the techniques and philosophies which many of us in the disability area have embraced for years. The values espoused in effective diversity management of inclusiveness and appreciation for difference, are the values those in the disability community have always held. The belief that people with disabilities, if accommodated, can enter and maintain in the workplace as productive and contributing employees, is one that we have promoted for many years.

The time is right for us to come to the table with employers and affirm the knowledge, technical skills, and capable worker labor pool that those of us who work in the disability arena can offer. In my presentation today, I want to provide background information on demographics issues that are of concern to employers, that I think make a compelling argument for our case regarding equitable access, inclusion, and accommodation for people with disabilities. Specifically, I want to provide statistics on the aging workforce, the ensuing increase in disability in the workplace, and where problems in employment may subsequently occur that could lead to claims of discrimination. I then would like to move to discussing ways to prevent or minimize issues for older workers and workers with disabilities before they arise. And finally I want to discuss the implications for those of us who promote the interests of people with disabilities, as well as the implications for business and government, including needed policy and research at both the organizational/enterprise level, as well as nationally.

The Aging Workforce and Disability

The impact of the aging population demographic on the workplace has begun to be felt globally. In the U.S., older workers are one of the fastest growing sub-sets of the workforce. The U.S. Bureau of Labor Statistics estimates that between 2002-2012, the

number of workers 55 years and older is expected to grow by 50% (Reynolds, Ridley, & Van Horn, 2005). To provide a more global comparison of these trends, I would like to share this Figure (Figure 1) which provides the percentage change between 2000 and 2015 in the 55-64-year old group by country¹. As you can see here, South Korea and the United States' population in this age cohort is estimated to grow by 64% and 66% respectively. Thus, we are facing some similar challenges. In America, the U.S. Census Bureau projects that the 45 to 54 and 55 to 64 year old population will grow by nearly 44.2 million (17%) and 35 million (39%) in the next ten years (U.S. Census Bureau, 2004). By the year 2010, this group will account for nearly half (44%) of the working age population (20-64), and the number of people with disabilities between the ages of 50 and 65 will almost double, and will be significantly larger than at any other age (Weathers, 2006).

Although not everyone agrees on the business implications of such a large group of 55 – 64 year olds in the workforce, these demographics are certainly catching the attention of American enterprise, as well as in other countries. Many workers in this age cohort are not waiting until retirement age to stop working. In the U.S., over four million already have left the workforce either because they are disabled or because they have retired (Congressional Budget Office, 2004). This demographic trend is evident both in private and public sector workplaces in the U.S. Approximately one-half of the U.S. federal workforce will be retirement age within the next five years (Morton, Foster, & Sedlar, 2005).

Some employers are expressing concern about a possible labor shortage, given the aging workforce (Collison, 2005). In addition, a significant proportion are identifying a lack of competencies in new workers hired (Collison, 2006). Among these voices, there is increasing concern that the changing demographics and a thinning labor pool will result in a talent shortage and subsequent loss of institutional memory and productivity (Morton, Foster, & Sedlar, 2005). This vantage point says that as a country's seasoned workforce departs due to the aging and retirement process, they take with them critical knowledge needed for the continued effectiveness of business organizations. These effects are being discussed globally, with the trends projected to result in a shortage of labor, but also of labor in specific skill areas, particularly in industrialized countries (Frank & Taylor, 2004; Ghosheh, Lee, & McCann, 2006).

Others feel that the workforce challenge of the future is not a shortage of workers but an abundance of older workers who would like to keep working. In the U.S., the Conference Board, for example, says that the mature workforce is too often seen as a problem to be dealt with, rather than a workforce opportunity which can be leveraged (Morton, Foster, & Sedlar, 2005). Aging of the workforce is inevitable, and for some employers it is seen as an ever-growing concern, as employees choose to stay on the job

¹ Analysis conducted by W. Erickson (2006), Cornell University Rehabilitation Research and Training Center on Disability Demographics and Statistics, using data from Kinsella, K., and Velkoff, V., 2001, *An Aging World: 2001*, (U.S. Census Bureau, Series P95/01-1). Washington, D.C.: U.S. Government Printing Office.

longer than they have in the past. Part of their concern is that there is a great deal of conflicting information on the costs to a firm of employing older workers (Brooke, 2003; Card and O'Donnell, 2004).

A number of research studies examine the impact of the aging process on the occurrence of disability, and resulting impact on employability and performance in the workplace. Research using disability estimates from various surveys shows that the incidence and prevalence of disability increases with age (He, Sengupta, Velkoff, & DeBarros, 2005). Also, some say that as workers age they have more difficulty performing physical tasks and are more susceptible to injury (Canadian Centre for Occupational Health and Safety, 2002; Minter, 2002). The next two figures (Figure 2² and Figure 3³), show the growth in disability prevalence by age and the estimated growth in the disability population over ten years (2000-2010) by age, within the United States.

In a study conducted in three states in the U.S., using state administrative data on workers' compensation claims linked to longitudinal earnings records, results suggest that older workers are more likely than their younger counterparts to have permanent disabilities as a result of these work-related injuries. This is true even through the older workers in this study reportedly have fewer workplace accidents (Biddle, Boden & Reville, 2003).

In yet another study, Ho (2002) examined the effect of type of disability on the probability of employment among the same age group of individuals while adjusting for socio-demographic factors, using the Wave 5 of the 1996 Survey of Income and program Participation (SIPP). Results showed that the chance of becoming disabled increases substantially in later life, from 3.1% for adults younger than 45 years old to 18.5 percent for those 55 to 64 years old. Research by Platt (2001) indicates that by the age of 50 a person's first serious medical problem will occur, resulting in a 25 percent chance that it will be a life-long condition.

Now, as service providers, advocates, and policy makers concerned about getting individuals with significant disabilities and young people with disabilities into the workplace for the first time you might ask "what does this have to do with our issues of concern?" I would maintain that this issues that are beginning to become of interest to employers present for us a golden opportunity to reach out to employers to assist them in addressing concerns that they now have their attention on. And, by so doing, we will

² Rehabilitation Research and Training Center (RRTC) on Demographics and Statistics RRTC funded by the U.S. Department of Education National Institute on Disability and Rehabilitation Research, at Cornell University's Employment and Disability Institute; calculations from 2003 American Community Survey PUMS file performed by Robert Weathers, 2005.

³ Rehabilitation Research and Training Center (RRTC) on Demographics and Statistics RRTC funded by the U.S. Department of Education National Institute on Disability and Rehabilitation Research, at Cornell University's Employment and Disability Institute; Disability Prevalence Rates from 2003 American Community Survey (ACS) applied to U. S. Census Bureau population forecasts performed by Robert Weathers. 2005.

begin to open up new opportunities for the population that we have been advocating for. Let me further elaborate on why I think that this is so.

Diversity, Disability, and the Aging Workforce

Although diversity initiatives to date by enterprise have predominantly focused on ethnic, racial, and cultural differences, I would also like you to consider that the aging workforce will give us an opportunity to broaden this perspective. Many of us have attempted to bring disability into the dialogue with business about diversity, with little or no success. The aging workforce and the cultural and potential discrimination issues which is presents for this group, may afford us another opportunity to raise awareness about inclusion and discrimination considerations for people with disabilities.

Another issue for aging workers and their employers is the work environment itself, and whether it might be unfriendly and perhaps even discriminatory toward its older workforce segment. Organizational culture or climate may be another source of information of how and where discrimination is occurring in a work environment. A significant factor influencing the decision to retain or eject older workers is no doubt the culture of the workplace itself. Age-based stereotyping perpetuates discriminatory practices and discourages elderly workers from remaining in or returning to the workplace.

The cross over between cultural considerations, the aging worker, and disability is based on the fact that chronological age has often been viewed as an appropriate measure of a disability, and the disability of age has been seen as a general problem. It was assumed that all workers over a specific chronological age would not be able to perform or function normally. Aging persons were viewed as disabled persons who should not be employed after a set age, as a general principle.

Research suggests that employers discriminate against older workers in the job application process (Bendick, Brown & Wall, 1999; Lahey, 2005). In addition, the various stereotypes that younger workers have of their older peers can greatly influence workplace dynamics (Card & O'Donnell, 2004). Traditional stereotypes of older workers (e.g. being inflexible, sicker, unwilling to learn new technology) appear to be dissipating somewhat, but continue to persist at many levels. Such stereotypes have clearly had an influence on older workers' (particularly men's) labor force participation rates in the past (Schultz, Sirotnik & Bockman, 2000).

Workers who experience age discrimination are more likely to leave their current employment setting and less likely to remain employed (Johnson & Neumark, 1996). In addition, ineffective dealing with the aging workforce and creating a non-receptive and non-accommodating environment may lead to claims of discrimination. At present in the U.S., with the increase in older workers, age discrimination claims have risen correspondingly. There appears to be a rise in age discrimination charges as a percentage of all charges (Morton, Foster & Sedlar, 2005). The number of age discrimination claims filed with the U.S. Equal Employment Opportunity Commission has risen 23.5 percent in

the past two years, making it the fastest growing category of discrimination cases (Williams, 2002). Between 1992 and 2003, the top issues involved in ADEA claims were discharge, hiring, layoff, terms and conditions of employment, and harassment. More claims of discrimination in hiring were filed under the ADEA than the ADA in that time (19,561 vs. 12, 379).⁴

In the U.S., legislated employment discrimination protections are enforced by the Equal Employment Opportunity Commission (EEOC). The EEOC's role has shifted over the past 35 years, since passage of Title VII of the 1964 Civil Rights Act, which was initially intended to afford protections for racial minorities. "By 1994, most civil rights complaints to the EEOC were based on neither race nor sex discrimination. The growing share of complaints based on age and disability status shifts in employment discrimination and workers' perceptions of their rights on the job, perhaps as part of a larger movement to bring procedural justice to the American workplace" (Wakefield & Uggen, 2004, p. 153).

There needs to be a greater movement toward eliminating age-based discrimination in the workplace (Bourgault, Lawrence & Steiniger, 2004). Much of our workplace culture is formed from stereotypes and preconceived notions, and a culture that allows for age discrimination will prevent senior workers from reaching their full potential. All workplace environments are maximized by a climate of inclusion and flexibility – organizations with cultures of trust and inclusion allow for healthy and open dialogue, placing them in a better position to plan and control outcomes. Successful companies will make it a priority to create a workplace culture that embraces and encourages diversity. It has been successfully done for race, sex, and sexual orientation. Now age must be added to that list (Card & O'Donnell, 2004). Such changes in perspective about cultural factors to maximize acceptance and inclusion for aging workers will also contribute to raised acceptance of disability, and heighten the likelihood that people with disabilities who have never been in the workforce previously will be more readily accepted, and once hired, treated with a greater spirit of inclusion than previously demonstrated by enterprise.

Human Resource Professionals' Perspectives

Employer concerns about an aging workforce and disability was also recently reconfirmed in a report from the Society for Human Resource Management discussing workplace trends (Schramm, 2006). Cornell University closely watches the interests of human resource professionals, because we see them as very important workplace agents that can impact the hiring and retention of individuals with disabilities. In the U.S. there is approximately one HR professional for every 100 employees. HR professionals usually provide oversight for all of the employment process functions, from recruitment,

⁴ Source: *Cornell University EEOC Charge Data Study; ADA and ADEA EEOC charges by issue, 1992-2003*. (2005). Unpublished report. Ithaca, NY: Cornell University, ILR School, Employment and disability Institute. S. Bruyère, Principal Investigator; A. Ruiz-Quintanilla, Co-PI; A. Houtenville, Consultant.

hiring and career development, to performance management and accommodation. This is why I would like to bring the perspectives of this group into our discussion today.

The Society for Human Resource Management (SHRM) is the largest human resource professional organization in the world, with over 200,000 members. SHRM does a Workplace Forecast Report every two years. In its most recent report this year (Schramm, 2006), SHRM reports that HR professionals are becoming more focused on the issue of disability as they prepare for an aging workforce. Fifteen percent of respondents to a recent survey think an increase in the number of individuals with disabilities will have a major impact on the workplace. The report goes on to say that 54% of HR professionals have changed or are planning to change health care policies as a result of demographic changes, and 44% have changed or are planning to change health and safety policies as a result of an aging workforce.

Although there appears to be an increasing interest and concern among human resource professionals about these issues, previous research by Cornell University suggests that our current workplaces and the human resource professionals themselves may not be prepared for the changes that will be needed to keep an aging workforce productive. Cornell University has conducted research that gathered information on employer policies and practices in both the private and public (Bruyere, Erickson, & Ferrentino, 2003) and federal (Bruyère, & Horne, 1999) sectors,⁵ examining organizational response to disability employment nondiscrimination legislation. This research asked organizational informants (over 1,200 human resources professionals in both the private and federal sectors), what their organization does to meet the needs of employees with disabilities in such areas as making physical facilities accessible, modifying workplace policies on work hours and assignments, and making accommodations in equipment, training, transportation, and supervisory methods. The results of this research both points to cultural and discrimination issues that can occur in the workplace and also to the need to heighten aware of accommodations, for people with disabilities.

When asked about barriers in the workplace for people with disabilities, one of the biggest barriers was attitudes within the workplace about people with disabilities (see Figure 4). This was also one of the areas which HR professionals reported making the most effort to address. Another area reported as a continuing barrier to employment and advancement for people with disabilities was supervisors' knowledge of accommodations. Both of these areas are knowledge and experience gaps where employers working with non-governmental organizations (NGOs) and disabled persons organizations (DPOs) can help to raise employers' and supervisors' awareness of workplace culture and accommodation issues that pose barriers to people with disabilities. This Figure also shows that human resource professionals see lack of

⁵ In the United States of America, private sector organizations are covered by the Americans with Disabilities Act, while the federal sector is covered by the employment disability nondiscrimination requirements of the Rehabilitation Act of 1973, as amended.

requisite knowledge and skills and related work experience within the person with a disability him/herself, as a continuing barrier.

This survey also asked about the respondents' familiarity with making such accommodations and their perception of the difficulty of doing so. A related survey was done with supervisors in the U.S. federal government sector to afford comparisons of perceptions on accommodations from these different informants (Bruyère, Erickson, & Horne, 2002). The human resource professional survey was also conducted with a comparative sample of enterprises in the U.K. to study their response to the Disability Discrimination Act 1995 (Bruyère, Erickson, & VanLooy, 2004). The result of these surveys has been a confirmation of the importance of the role of human resources professionals and HR policies and practices in supporting implementation of disability employment nondiscrimination legislation (Bruyère, Erickson, & VanLooy, 2000).

This research also confirms that employers are not prepared for the accommodation needs of an aging workforce, and subsequently for these kinds of needs for people with disabilities as job applicants and employees. Figure 5 provides information from the Cornell University study about human resource professionals' perception of difficulty in providing certain kinds of accommodations, here showing a perceived greater difficulty in making accommodations for persons with sensory (visual and hearing) impairments. This is naturally of concern because many of us in the aging process experience a lessening of acuity in vision and hearing, and these will be accommodations that are very likely to be needed by this workforce population.

Also worthy of discussion here is the impact of an increasingly technology (information and communication technology) workplace on the aging workforce and people with disabilities. As Internet access becomes more common, businesses are becoming more network- intensive. Web applications can pose barriers for those with vision, hearing, or dexterity-related disabilities, and most websites are not designed to be accessible to people with disabilities. Cornell University has conducted research on the impact on people with disabilities of the increasing use of information technology (IT) in the employment process (Bruyère, Erickson, & VanLooy, 2005). A 2003 survey of 433 HR professionals conducted by Cornell showed that many organizations are using web-based/online applications for many employment processes and yet have little information about how to accommodate individuals with disabilities in these workplace processes. Knowledge of assistive technologies for computer users with disabilities and of web accessibility considerations was low, but nearly half the respondents reported having made some type of adaptation to make a computer accessible to an employee with a disability. Very few organizations had trained any of their staff in Web accessibility topics or in making computers accessible and the majority desired more information on those topics (see Figure 6).

Needed Next Steps

As I asserted when I started this presentation, I believe that we are poised at a time of opportunity to make inroads into private enterprise, in the hiring and retention of

people with disabilities. Employers are concerned about an aging workforce, both because they want to retain their experienced talent, and also because they are uncertain of the impact of the possible attendant health and disability issues of an aging workforce on workplace productivity. Our research at Cornell University suggests that they also have not had sufficient experience in accommodation across many of the impairment areas which their workforce may experience as they age. And, with an increasingly IT-intensive workplace, these barriers to continued productivity may be exacerbated.

Current efforts to address these issues must take a multi-level approach, and partnerships between governments, enterprise, and NGOs/DPOs working on behalf of people with disabilities will be imperative. Both individual workplace policies and national employment policy more broadly need to be employed for long-term meaningful changes to be realized. Effective resolution of these issues necessitates the involvement of governments, employers, and the individual aging.

Governmental Initiatives

Training is an important component of retention, and increasing the availability of training is critical for retaining older workers. These include employer-provided degree programs, on the job skills training, internships, and school-based mentoring programs (Collison, 2006). Such programs can also greatly benefit youth and adults with disabilities who need educational and skill training opportunities to be able to gain initial access to employment and to later remain sufficiently skilled to stay competitive and viable in the workforce.

The success of such initiatives can be significantly strengthened through state funded initiatives and government agency support for partnerships dedicated to training or upgrading the labor force, particularly with reference to older workers and workers with disabilities. These initiatives may also offer incentives to educational institutions for providing programs that help employees to upgrade job skills. An added state or local government strategy that would be of assistance is to offer incentives simultaneously to employees for upgrading job skills and to employers who provide such opportunities (Shultz, Sirotnik, and Bockman, 2000).

Employer Policies and Practices

Where aging workers are concerned, different policies in different countries encourage workers to stay on or retire, and companies to hire or discourage retention (How to manage an aging workforce, 2006). To successfully retain older workers and keep them productive in the workplace, employers must create workplace policies and practices that support worker retention, and design reward systems that appeal to older workers. In the U.S., the American Association of Retired Persons (AARP) encourages employers to mount a focused effort to double retention to 40 percent of experienced workers, thereby increasing such benefits as knowledge retention and mentoring and avoiding costly turnover (2005).

Other workplace policy and practice changes which facilitate retention of older workers may also advantage workers with disabilities; many of these are embedded in an array of human resources (HR) approaches. For example, employers can create the opportunities that older workers and workers with disabilities may be seeking for a more flexible workplace that accommodates their physical needs by working different hours, or being able to work part-time from home. Company policies and HR policies and practices should reflect alternatives that will respond to the aging workers' and workers with disabilities desire for flexible working hours, part-time positions, and the ability to choose what part of the work day they work. Employers can grant this request by affording flexible workplace and flex-time agreements. With the advent of telecommuting technology, this task is made easier than ever before (Card and O'Donnell, 2004).

Address Discriminatory Workplace Culture

To successfully retain older workers, there needs to be a greater movement toward eliminating age-based discrimination in the workplace (Bourgault, Lawrence, and Steiniger, 2004). An increased awareness of workplace attitudes and behaviors that contribute to intolerance and feelings of isolation and devaluation for older workers will also do much to help with creating a receptive atmosphere for people with disabilities. Much of our workplace culture is formed from stereotypes and preconceived notions, and a culture that allows for disability as well as age discrimination will prevent workers with disabilities and senior workers from reaching their full potential. All workplace environments are maximized by a climate of inclusion and flexibility – organizations with cultures of trust and inclusion allow for healthy and open dialogue, placing them in a better position to plan and control outcomes. Successful companies will make it a priority to create a workplace culture that embraces and encourages diversity. It has been successfully done for race, gender, and sexual orientation. Now disability and age must be added to that list.

Some of the specific things that enterprise can do to demonstrate sincerity in being an inclusive environment for people with disabilities, as well as for aging workers, are as follows: top leadership articulation of commitment to equal opportunity in hiring and advancement of people with disabilities, as well as retention of older workers; promotion of approaches to minimize discrimination in recruitment, screening, hiring, and promotional processes; policies and practices to maximize equal opportunity in access to health, retirement, and other benefits of employment; use of approaches to maximize equal access to career advancement, training, promotional opportunities, as well as in redeployment, lay-off, and termination actions; and other relevant policies that support the employment and advancement of people with disabilities as well as that of older workers, such as accommodation policies.

Use of Accommodation in the Workplace

Age-related changes in physical and cognitive abilities can raise adaptive challenges for older working adults, but with optimal person-environment-fit and

attention to the increased variability to be expected among older employees, many can continue to work safely and successfully (Hansson, Robson, and Limas, 2001). Research conducted by Cornell University (Burkhauser, Butler, and Weathers, 2001) suggests that workers who were accommodated following the onset of a disability had significantly lower risks of applying for Social Security Disability Insurance (SSDI) benefits within the first three years of onset. This again affirms the importance of accommodation – if the work environment is supportive of the individual with a disability staying, and accommodations are provided, the likelihood of the worker leaving the workplace and migrating to long-term disability benefits is significantly lessened.

As the average age of the workforce increases, workers with impairments and functional limitations will make up a larger percentage of our workforce; the incidence, severity, and duration of disability is likely to also increase. As this occurs, it will become increasingly important to identify proven strategies for encouraging employees to return to a productive role at work as soon as is reasonable (Beigbeder, 1999; Vargo and Grzanowicz, 2002). A workplace program that proactively accommodates and affords a supportive case management approach to disability (workplace disability management) benefits not only workers of all ages who incur a significant disability or illness that impacts their ability to work, but also aging workers and workers with disabilities.

Proactive disability management approaches in the workplace also heighten the likelihood that employment discrimination claims will be minimized, and that there will be greater compliance with legislation that affords employment protections for particular populations, where such legislation is in effect. Cornell University research (Bruyère, 2000) found that when a return-to-work or disability management program is in place, HR informants reported it contributed to compliance with nondiscrimination legislation by raising supervisor awareness of accommodations, creating an organizational structure for accommodations, and raising acceptance of employees with disabilities within the organization. All these things can contribute positively to a workplace culture that works to retain older workers.

Needed Research

The issues of equal employment access and successful workplace participation for aging workers and workers with disabilities are ones that many countries will need to attend to going forward. Further research and global dialogue is needed to identify common measures that are found in multiple settings and across countries, to identify common issues and proven national public policies and workplace practices which can effectively address these issues. Armed with this information, national governments, private, enterprise NGOs and DPOs will collectively be better positioned to develop effective nondiscrimination legislation, organizational policies and practices, and a national informational strategy to best minimize bias and promote the interests of disability populations worldwide.

In conclusion, my sincerest thanks for the opportunity to present my thoughts today. I look forward to the possibility of working collaboratively on this vision.

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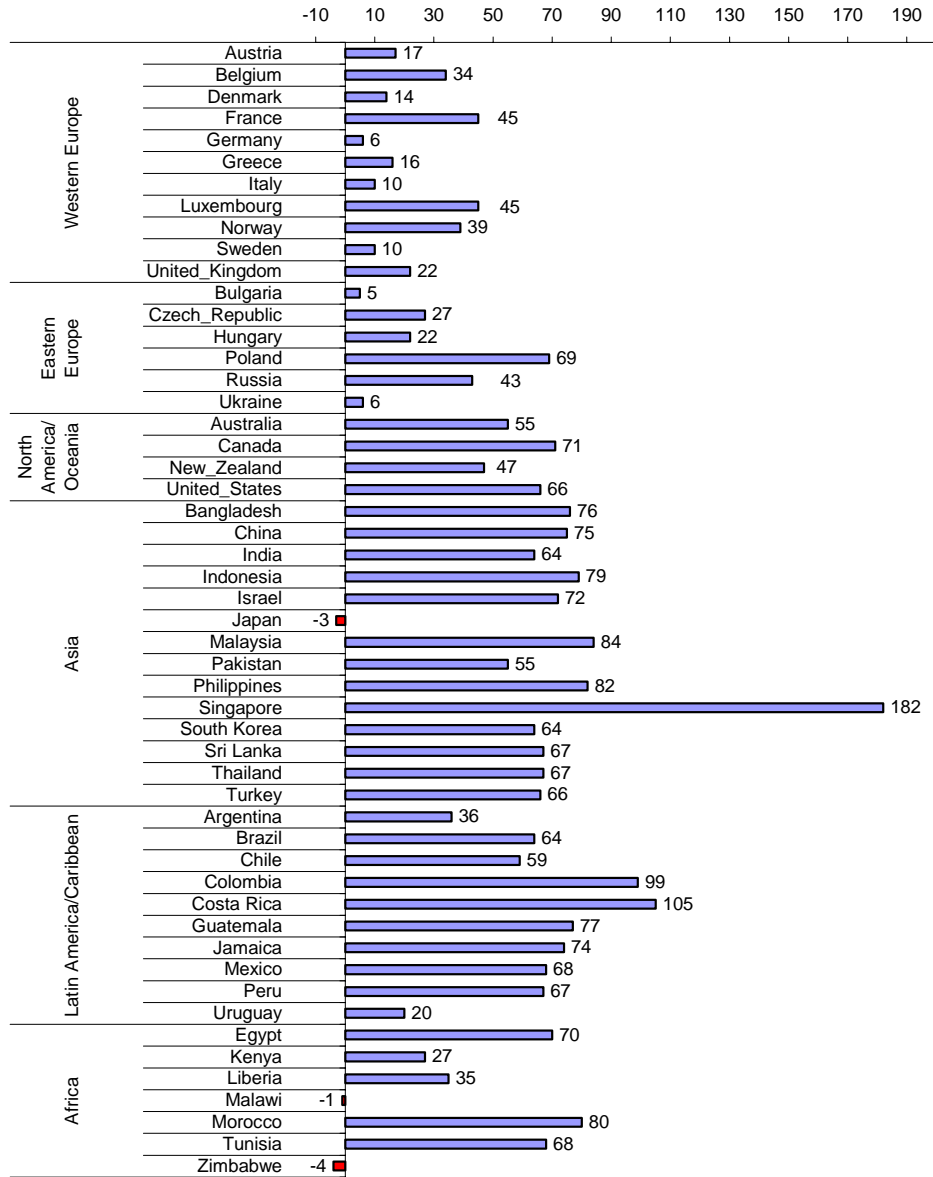
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Figure 1: Percent Change Between 2000 and 2015 for 55-64 Age Group by Country



Source: Cornell Rehabilitation Research and Training Center on Disability Statistics, using data from Kinsella, K., & Velkoff, V. (2001). *An Aging World: 2001* (U.S. Census Bureau, Series P95/01-1). Washington, DC: U.S. Government Printing Office.

Figure 2. Growth in Disability Prevalence by Age

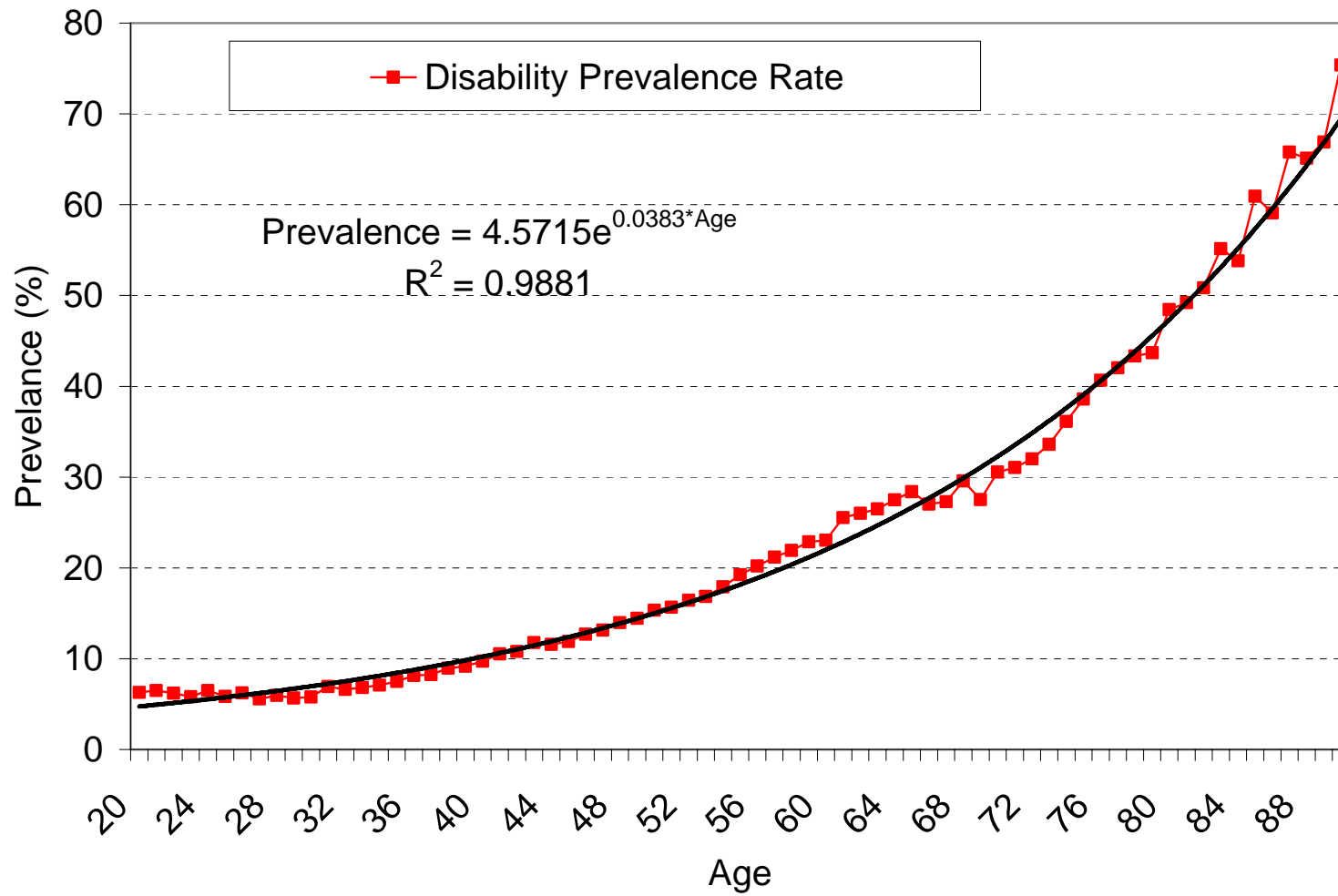


Figure 3. Population of Persons with Disabilities

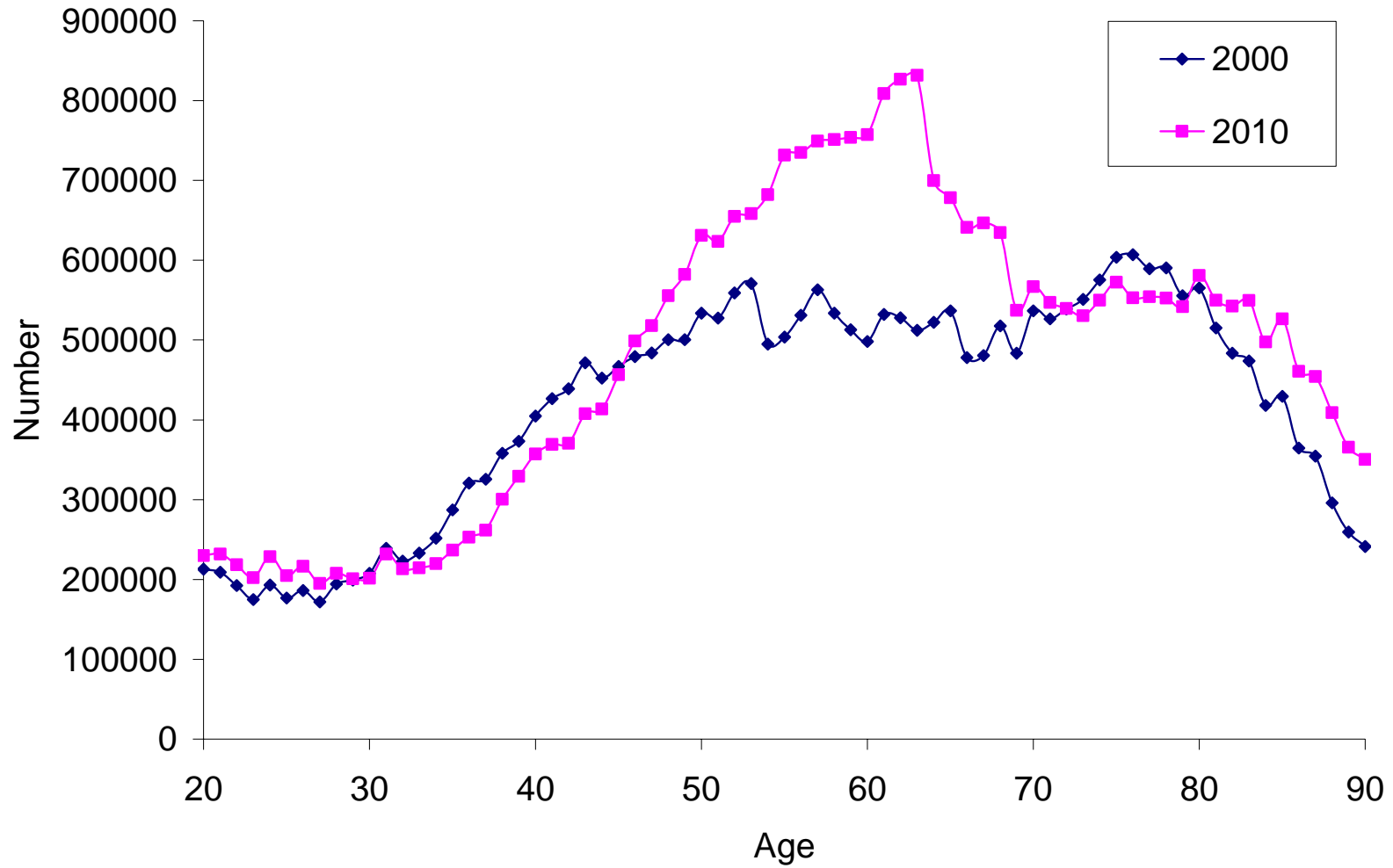


Figure 4. Percent Reporting Barriers to Employment or Advancement for Persons with Disabilities by Private-Federal Sectors

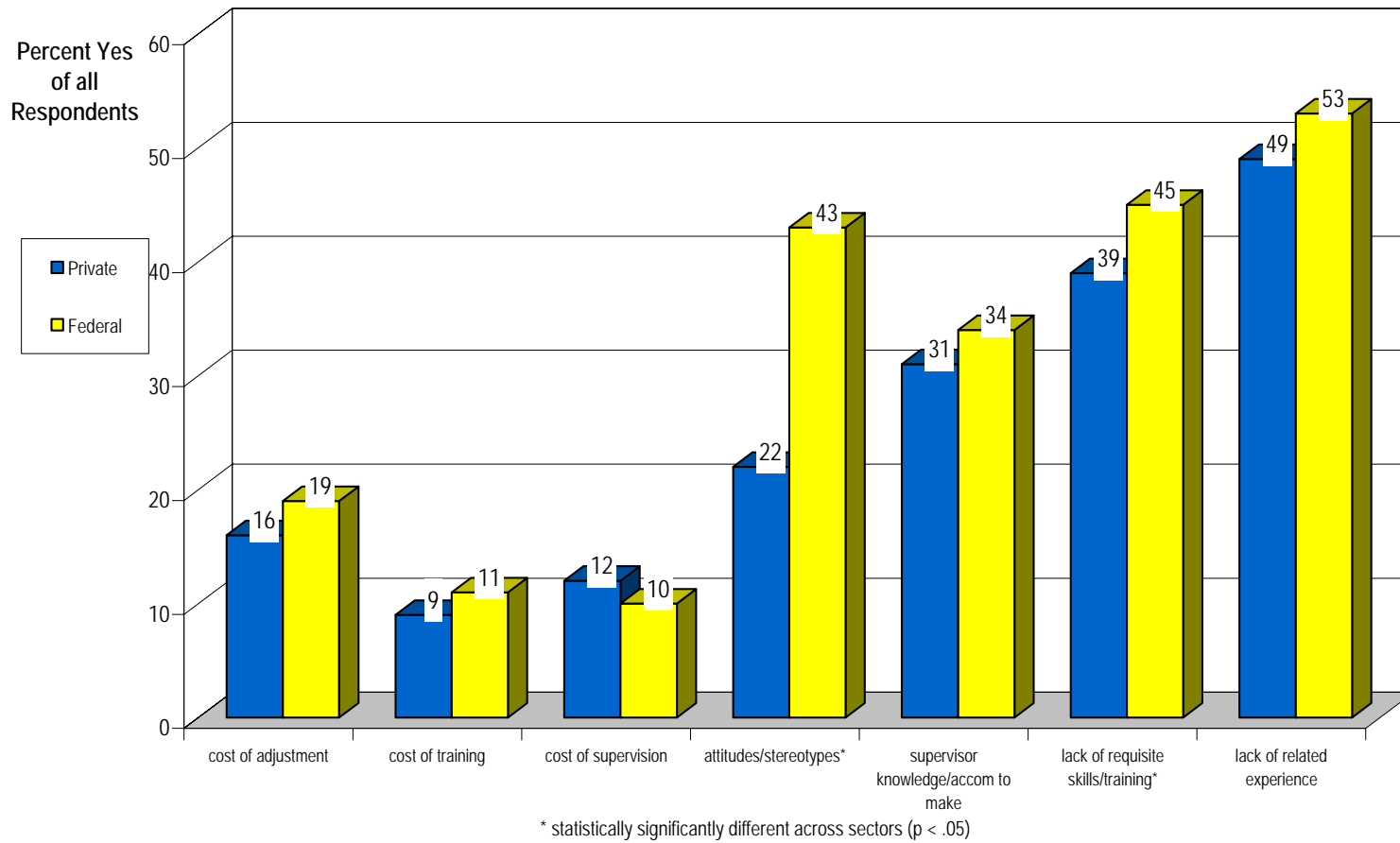
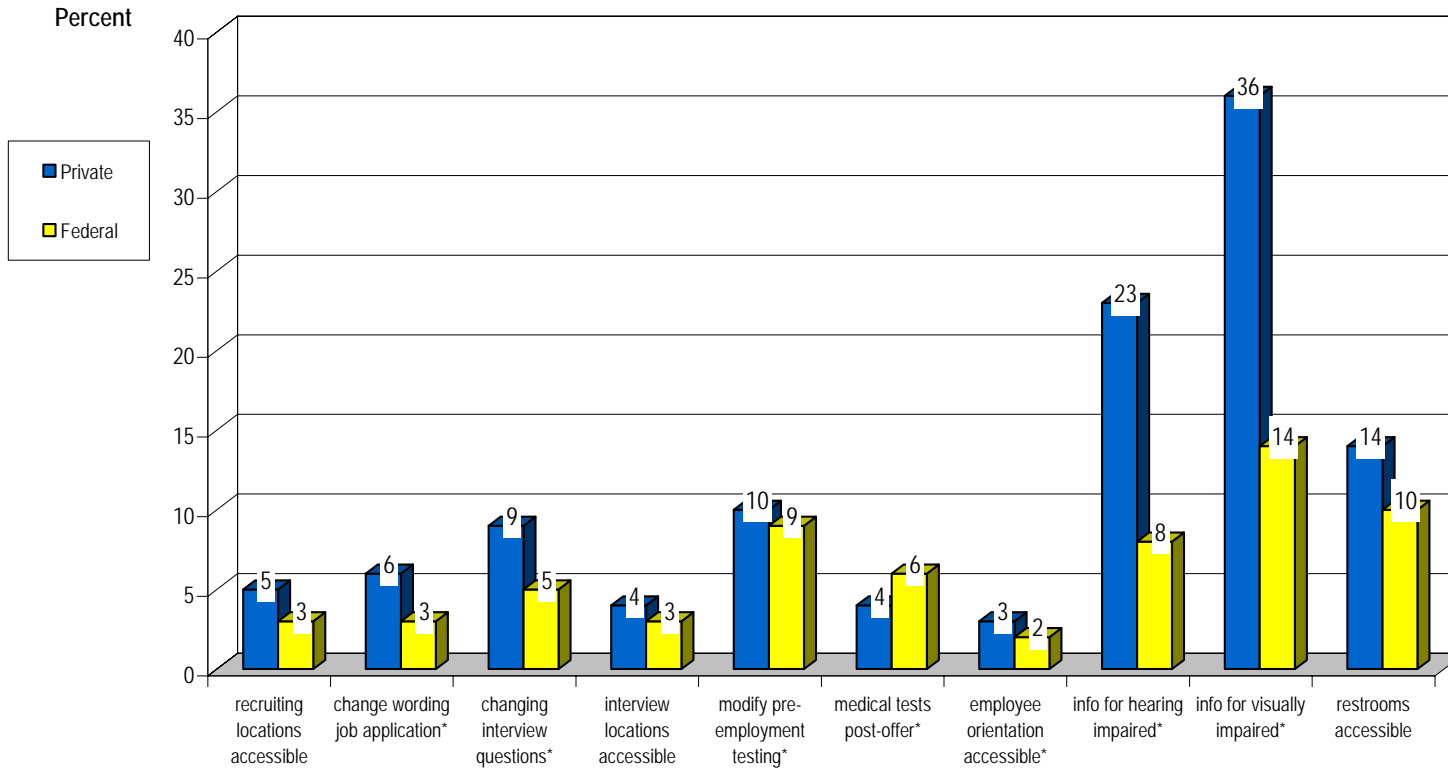


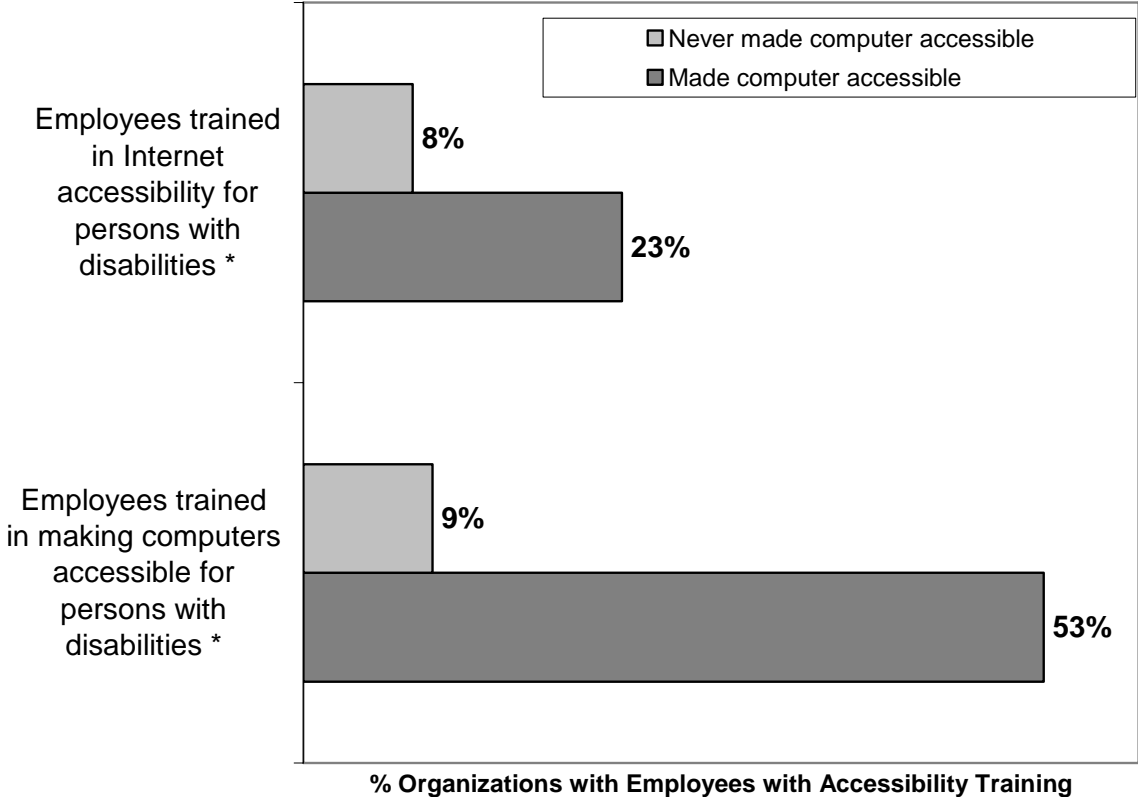
Figure 5. Percent Reporting Difficult or Very Difficult to Make Changes by Private-Federal Sectors (of Those Who Made Changes)



* statistically significantly different across countries (p<.05)

Note: between 10-60% of all organizations did not need to make these changes. Percentages also do not include those who were not able to make the change.

Figure 6: Accessibility Training of Employees by Experience Making Computers Accessible



* Statistically significant difference at the p= .05 level

Note: Percent of all respondents (n=433) excluding "don't know/refused" responses.
 Source: *Survey of SHRM Membership on IT Access in the Employment Process*. Cornell University, 2003