



DISABILITY CASE STUDY RESEARCH CONSORTIUM

INCLUSIVE EMPLOYMENT BENCHMARKS

INCLUSIVE EMPLOYMENT BENCHMARKS	RATING		
	Low	Moderate	High
1. DIVERSITY OUTCOMES			
1.1. Percentage of employees with disabilities			
1.2. Percentage of individuals with disabilities in supervisory roles			
2. INCLUSIVE POLICIES AND PRACTICES			
2.1. Recruitment, Training, Advancement Opportunities			
2.1.1. Targeting recruiting of people with disabilities			
2.1.2. Manager education and training on disability			
2.1.3. Targeted career advancement opportunities for employees with disabilities			
2.1.4. Training opportunities are equitably available and accessible to employees with disabilities			
2.1.5. Mentoring/coaching opportunities are made available to employees with disabilities			
2.2. Accommodations Related Policies and Practices			
2.2.1. Clear policies and procedures for disability accommodations			
2.2.2. Centralized source of funding for accommodations			
2.2.3. Organization keeps data on accommodations			
2.2.4. Universally designed accommodation policies			
2.2.5. Return-to-work/disability management services available			
2.3. Corporate Culture			
2.3.1. Extent of top management commitment to hire people with disabilities			
2.3.2. Extent of availability of disability networks/affinity groups			
2.3.3. Extent to which diversity policy includes disability			
3. ATTITUDINAL AND BEHAVIORAL INDICATORS OF INCLUSIVE ENVIRONMENTS			
3.1. Perceptions of Managers			
3.1.1. Managerial diversity behaviors: perceptions about the extent to which managers engage in the types of behaviors required to create an environment in which diversity is valued			
3.1.2. Paternalism: extent to which manager treats me in a paternalistic fashion			
3.1.3. Quality of relationship with one's manager			
3.2. Perceptions of Human Resources Practices			

3.2.1. Perceived fairness of work arrangements and HR practices for employee			
3.2.2. Procedural justice experienced during accommodation process			
3.2.3. Interactional justice experienced during accommodation process (involves both interpersonal justice, or being treated with respect and dignity, and informational justice, or receiving adequate and accurate information throughout the process)			
3.3. Perceptions of Organization			
3.3.1. Perceived fit between one's skills and the demands of the job			
3.3.2. Perceived organizational support: perceived support received from organization; perceptions about whether the organization cares about my well-being			
3.3.3. Psychological empowerment enjoyed on the job			
3.3.4. Climate for inclusion: overall fairness/ unbiased nature of employment practices within the company			
3.3.5. Climate for inclusion: how open and accepting the work environment is of differences			
3.3.6. Climate for inclusion: extent to which employees of all backgrounds are included in decision making			
4. BOTTOM LINE OUTCOMES			
4.1. Job satisfaction among employees with disabilities as compared to employees without disabilities			
4.2. Commitment/loyalty to company			
4.3. Tenure/length of time with company			
4.4. Turnover intention			
4.5. Organizational Citizenship Behaviors (OCBs)			

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