Building a Disability-Inclusive Talent Pipeline: Ideas for Effective Outreach and Recruitment Strategies National Online Dialogue

January 17, 2017 – February 3, 2017
Final Report

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Introduction

The following report outlines the results of the ePolicyWorks' online dialogue, "Building a Disability-Inclusive Talent Pipeline: Ideas for Effective Outreach and Recruitment Strategies" hosted by the U.S. Department of Labor's Office of Disability Employment Policy (ODEP) and its Employer Assistance and Resource Network on Disability Inclusion (EARN).

This virtual effort, held from **January 17 through February 3, 2017**, invited members of the general public and key stakeholders including federal contractors to share insight on successful strategies federal contractors are using to recruit and hire people with disabilities.

Participants were asked to keep the following guiding questions in mind while commenting and voting on responses:

> **1. What creative strategies do you think companies can use to source qualified candidates with disabilities?**
>
> **2. What are the biggest challenges, whether internal or external in nature, that companies face when trying to recruit and hire qualified people with disabilities?**

Ideas posted to the online dialogue were organized into the following three topics, with questions provided for participants to consider for each topic:

- **Recruitment Sources**
- **Recruiting Strategies to Attract and Recruit Qualified Individuals with Disabilities**
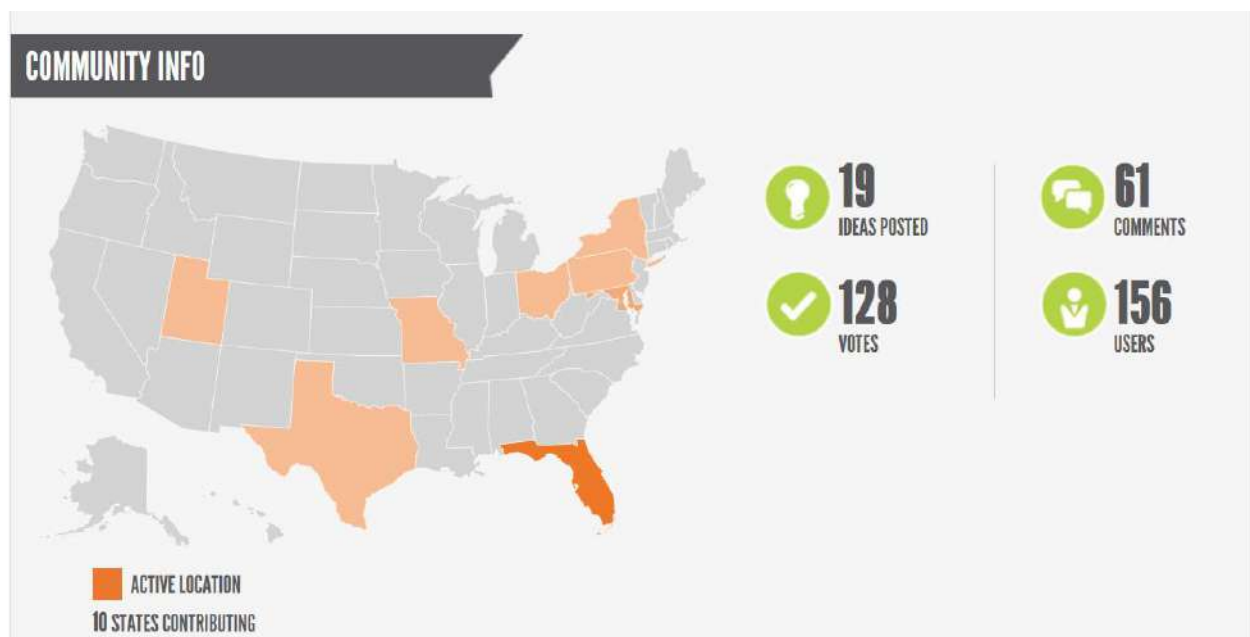- **Assessing Success of Outreach and Recruitment Efforts**

Included in this report is information about dialogue participants, outreach conducted during the dialogue, and top ideas contributed and voted on by participants. An archive of the complete dialogue is available for viewing at https://FederalContractors.ePolicyWorks.org/.

The multitude of ideas gathered from this dialogue illustrate that collaboration and crowdsourcing with key stakeholders are imperative for the advancement and development of best practices to support inclusive employment for people with disabilities. Results of this online event will be used to help develop technical assistance materials to help more covered employers ensure their doors are open to all qualified individuals.

Note: The following section outlines the key metrics from the online dialogue and provides a snapshot of the participation results.

Dialogue Participation Summary

- Dialogue opened on Tuesday, January 17, 2017 at 8:00 a.m. ET
- Dialogue closed on Friday, February 3, 2017 at 11:59 p.m. ET
- Total Ideas: 19
- Total Comments: 61
- Total Votes: 128
- Unique Visitors: 547
- Total Registrants: 352 (64.35 percent of unique visitors)
    - Active Registrants: 75 (submitted ideas, voted or commented) (21.3 percent of total registrants)


Campaign Summary

- Total number of ideas: 19
    - Recruitment Sources: 3 (15.8 percent)
    - Recruiting Strategies to Attract and Recruit Qualified Individuals with Disabilities: 16 (84.2 percent)
    - Assessing Success of Outreach and Recruitment Efforts: 0 (0 percent)

- Total number of comments: 61
  - Recruitment Sources: 11 (18.03 percent)
  - Recruiting Strategies to Attract and Recruit Qualified Individuals with Disabilities: 50 (81.97 percent)
  - Assessing Success of Outreach and Recruitment Efforts: 0 (0 percent)

- Total number of votes: 128
  - Recruitment Sources: 18 (14.06 percent)
  - Recruiting Strategies to Attract and Recruit Qualified Individuals with Disabilities: 110 (85.94 percent)
  - Assessing Success of Outreach and Recruitment Efforts: 0 (0 percent)

Top 5 Ideas by Vote Contributed by Dialogue Participants
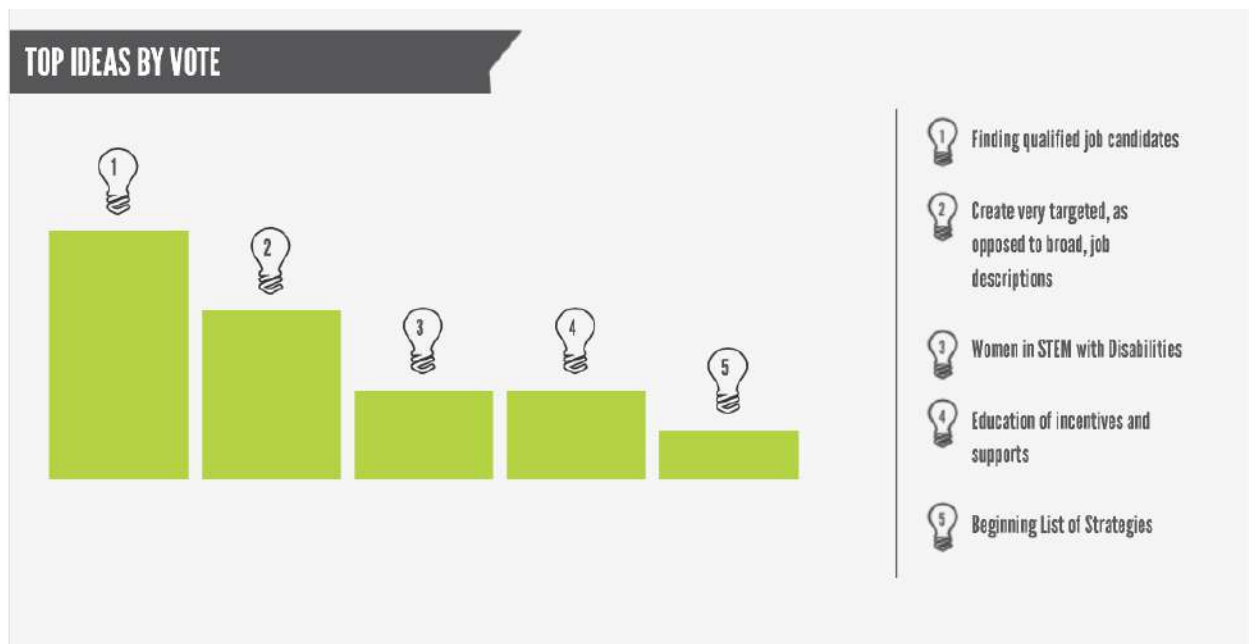
The following top five ideas are the most popular ideas listed in order by the number of votes:

= number of votes idea received

= number of comments idea received

1 Finding qualified job candidates

Hiring managers need to be shown where to find the pools of qualified job candidates with disabilities through the Workforce Recruitment Program, Vocational Rehabilitation programs in their state, or the VA Vocational Rehabilitation & Employment program, to name a few. This was very effective in my office, and I would love to hear about more resources to review resumes and recruit candidates.

👍 **13** 💬 **2**

2 Create very targeted, as opposed to broad, job descriptions

To the point, "What creative strategies do you think companies can use to source qualified candidates with disabilities? ", one possibility is to simply target skills on an extremely narrow basis to agencies that work with those with disabilities, rather than as a broad job description, as is generally done everywhere. I found that those with disabilities very often shine well above and beyond others, because they have to compensate so much -- but that these areas of expertise are very deep and narrow, rather than broad.

By targeting VERY narrow skills that align with the technology that can actually work hand in hand with the particular disability, you're opening a real door to those who can do a few things extremely well, and usually, better than most people, but often can't do all the associated tasks of a broad-based, simply because the nature of their disabilities preclude it.

👍 **11** 💬 **10**

3 Education of incentives and supports

Business partners need to know where to go to learn more about the incentives and supports available to them as they work through the recruitment, hiring, promotion and termination process with individuals with disabilities. Once business feels confident that they know where to find trusted resources and support they will be more willing to take the perceived risks of hiring an individual with a disability. Some states have teams with their local Vocational Rehabilitation office that can provide training and support to business partners. Information shared should be tax credits, disability etiquette and basics, OJT/mentorship/internship options, local and national supports.

9   5

4 Women in STEM with Disabilities

Helping women in STEM with disabilities and their small businesses attract and maintain federal contracts. These women are highly educated and knowledgeable with many years of work experience. They could make a good, solid contribution to the USA. They may have fallen upon hard times during their lives and are also involved in care giving for their relatives and friends so they need a boost.

9   3

5 Beginning List of Strategies

1. Mentorship
2. Internship
3. Sponsored (by employer or by other/state/private donations) certification prerequisite to job placement
4. Same methods used to attract and recruit individuals without disabilities--benefits, clear explanation of benefits, addressing common concerns of applicants with and without disabilities
5. Peer services and supports
6. Flexibility

Visits during the Dialogue (1/17/17 – 2/3/17)

- Total visits: 881
- Unique visitors: 547
- Total page views: 3,178
- Average pages per visit: 3.61
- Average visit duration: 4:35
- Returning visitors: 40.6 percent
- Bounce rate (percentage of participants who leave after viewing the first page of the dialogue): 43.81 percent

Map of Demographics of United States Visits
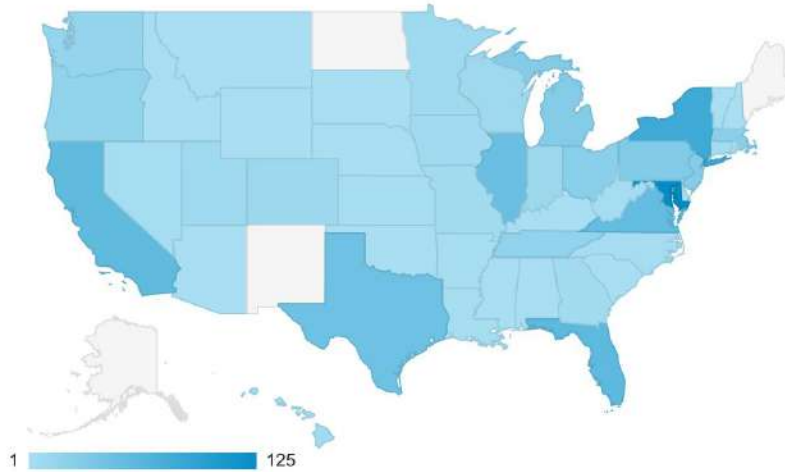
Demographics of Visits

State	Visits
Maryland	125
New York	80
District of Columbia	79
Florida	57
California	56
Virginia	53
Illinois	48
Texas	45
Pennsylvania	30
Michigan	29
New Jersey	28
Massachusetts	24
Ohio	24
Tennessee	19
Oregon	18
Washington	16

State	Visits
Colorado	11
Indiana	11
Wisconsin	10
Minnesota	9
Utah	9
Iowa	7
Georgia	6
Hawaii	6
Missouri	6
Connecticut	5
Delaware	4
North Carolina	4
Nevada	4
Rhode Island	4
West Virginia	4
Arkansas	3

State	Visits
Kansas	3
Louisiana	8
Alabama	2
Arizona	2
Idaho	2
Kentucky	2
Mississippi	2
Montana	2
Oklahoma	2
Wyoming	2
Nebraska	1
New Hampshire	1
South Carolina	1
South Dakota	1
West Virginia	3
Vermont	1

Outreach and Registration Metrics

In order to engage a broad range of participants in the ePolicyWorks online dialogues, our team engages in a multitude of strategic outreach efforts, including emails and social media posts. Our outreach strategy is critical to informing and shaping the conversation in every online dialogue, ensuring that the right people are brought to the table to contribute.

Total Dialogue Outreach Emails

- Email Blasts: 5
- Emails Delivered: 8,317
- Emails Opened: 1,884 (22.65 percent open rate)
- Total number of clicks on links in emails (excluding multiple clicks of the same link): 417

In addition outreach conducted by ePolicyWorks, EARN also sent emails blasts and published announcements about the dialogue via social media. These combined outreach efforts contributed to a significant increase in dialogue registrants.

Detailed Registration Responses

Total registrants: 352
Total number of registrants that completed the registration process: 332

As part of the dialogue registration process, registrants were asked to answer a series of questions.

Registrants were asked to check off their role:

- Federal Contractor (less than 500 employees): 20 (6.02 percent)
- Federal Contractor (more than 500 employees): 53 (15.96 percent)
- Private Sector Business (non-federal contractor, less than 500 employees): 24 (7.23 percent)
- Private Sector Business (non-federal contractor, more than 500 employees): 20 (6.02 percent)
- Federal Agency Employee: 42 (12.65 percent)
- Consultant: 47 (14.16 percent)
- Unemployed: 9 (2.71 percent)
- Other: 117 (35.24 percent)

Do you have a diversity program at your company?

- Yes, and it does incorporate disability: 252 (75.9 percent)
- Yes, but it does not incorporate disability: 15 (4.52 percent)
- No: 65 (19.58 percent)

Would you like to be part of an ongoing engagement effort with the Employer Assistance and Resource Network on Disability Inclusion (EARN)?

- Yes: 274 (82.53 percent)
- No: 58 (17.47 percent)

What do you feel are the challenges in creating a pipeline of qualified candidates with disabilities?

(1) lack of understanding of legal protections and/or feeling that protections are not adequate to prevent problems (2) fear of being victimized
1. Managing supervisors' expectations to recruit and hire individuals with specialized skill sets already in hand at the level they need. -Therefore, managers want instant gratification and don't want to invest in interns and training younger, less seasoned employees. 2. Managing Schedule A applicants expectations who believe a simple email of "find me a job because I have a disability" will yield a wealth of 1-1 services and supports that will guarantee them a job placement. 3. The need for a web based recruitment management system that will help us maintain and connect points of contact (managers and applicants) that may lead to mentoring and employment - I'm thinking that private industry recruiters must have some knowledge management software that we can use in federal service??? 4. No budget for recruitment events/activities (along with inability to travel outside the DC area).
1. Reluctance for applicants to self-disclose which can result in failure to accommodate during the hiring process. 2. Physical demands of some jobs can be very difficult to accommodate for (e.g., heavy lifting over 100 lbs.) 3. Hiring manager perceptions and potential biases
1) Lack of knowledge of what is considered a "disability" for government tracking and reporting purposes. 2) Fighting social stigma of being "disabled". Many who are eligible to self-identify don't view ourselves as "disabled" or part of "them". 3) Overcoming "don't disclose disability in the workplace". 4) Not fully understanding the employer's commitment to going beyond compliance to inclusion. 5) Fear that somehow the information will go to their supervisor or somehow be used against them at some point in their employment 6) Belief that they are disclosing what type of disability they have.

A lack of rigorous, effective job training programs in high schools that can produce work-ready candidates or candidates that are ready for more intensive training.
A lot of things: The main is executive positions aren't available for individuals with disabilities.
Acceptance Relevant education Lack of understanding
Accessible Communications [and transportation] or alternatives to appearing in person at a workplace, that take into account all conditions that cause people to be "disadvantaged" in having "parity" in their efforts to succeed at any career or other venture. Also, access to competent "treating professionals", inasmuch as many currently refuse to accept MEDICARE patients due to the "paperwork nightmare" and uncompetitive pricing for their skills. Some "disabled" people will not be able to work a full-time job or even enter the workforce in any capacity, if they are required to "appear" and remain at a job workplace for the traditional 8 hour day. Some flexibility must be "accommodative" to be able to use and access their talents that have been wasted to date, due to requirements that people with disabling conditions, "BE NORMAL, ACT NORMAL AND ONLY REQUIRE A NORMAL WORK ENVIRONMENT!" Those requirements create impossible and impassible barriers to using the skills, talents and intelligence of those who are not --and can never be-- "NORMAL" , preventing their "gifts" from being used for the greater good and for their own welfare and personal success. All too many, live and die alone in obscurity and isolation, wasting their gifts and talents, due to the inflexibility of our current "systems".
Accessing the talent pool that is available
Adequate access to information, services and resources needed by individuals with disabilities to consider, prepare for and enter employment, and realistic work incentive SSA policies, with assurance of access to needed healthcare and treatment. In addition, there needs to be expanded work done with employers to develop their engagement in increasing employment of qualified candidates with disabilities.
Age
Applicants likely fear it will hurt their chances. Existing employees likely fear they will be treated differently, or that it will hurt their chances for advancement.
As an agency assisting individuals with disabilities obtain employment it is clear that most are fearful of disclosing due to possible discrimination and misunderstanding about the nature of their condition. It will help significantly if these applicants can feel confident that the information will be truly confidential. In addition it will help if the company can insure that there are management and supervisory personnel who are knowledgeable about disabilities and more focused on what the individual can do.
As follows: 1)-Basic lack of understanding of who or what constitutes the meaning of disability or exactly what it means to be disabled in the workplace, as many disabilities are not immediately visibly present.

2)-Additionally, critical lack of understanding among both employees and employers what a reasonable accommodation is and how such applies to the workplace. 3)-Result, less and less disabled individuals are able to live up to their full potential and the workplace is not utilizing their resources to their fullest. 4)-Please, please I would love to be part of changing this.
As part of the State of Illinois Disabled Veterans Outreach Program, I partner with Veterans who have a Service Connected Disability (among other things). Often times these disabilities are not openly shared by Veterans because of our training's, etc. Creating an intentional way of communicating with this group that can be anonymous (initially) could prove to be very helpful.
As recently affirmed again by research, employees believe that they will be less competitive if they disclose, and most employers don't have effective ways to let job seekers know that they really want to diversify their workforce with people with disabilities thereby encouraging people with disabilities to apply and disclose.
Attracting candidates with disabilities.
Attracting qualified candidates in general is difficult. Sharing with the community that we are an inclusive environment and letting candidates know we will do everything in our ability to reasonably accommodate those individuals with disabilities can be more challenging than it sounds.
barriers to employment including health, benefits misconceptions, transportation; opportunities to advance in career; access to assistive technology services
Being excluded and discriminated against in either the hiring process, or in their day-to-day employment settings.
Belief can only apply as a LEAP candidate and if reasonable accommodations are needed.
Candidates and employees often feel like employees need to know about their disability status, so they are reluctant to self-identify.
Collaboration with agencies that work with potential candidates with disabilities
Comfortability to identify as an IWD and knowing information will be held confidential and not used against them.
Coming to grips with the trauma of living with a disability so you can effectively reach out and gain inclusive employment.
Concern that the information will not be kept confidential.
Confidentiality concerns
Confidentiality, climate
convincing hiring managers to consider the ABILITIES of candidates not the DISABILITIES; unsubstantiated fears about the high cost/difficulty of providing accommodations
Create a world that welcomes people with disabilities.
Creating awareness to the employee that there accommodations that will allow them to work with a disability. Also a lot of clients feel if they are disabled they cannot join the workforce for a number of reasons.
Culture differences

Discrimination by employers
Discrimination, fear of exclusion, embarrassment
Discrimination, plain and simple. Not being hired or being marginalized.
do not know
do not trust employers to accept them; do not trust coworkers; previous experiences of being misunderstood and ousted; employers always present and an arguable reason for not hiring them
Doesn't apply to my organization but I feel the biggest deterrent is discrimination.
Educating and changing the minds of people who have limited views of the capabilities of people with disabilities
Education and the limited atmosphere of disability life-skills education People with disabilities are often unaware of the possibilities and the tools that would help them achieve their goals and set goals appropriate for their expanding skill levels
Education to employees regarding the stigma of having a disability - especially hidden
Employer engagement is key. They unaware of the value that a person with a disability will bring to the workforce.
Employers do not look far enough for those agencies/organizations that may be training people with disabilities for jobs that go beyond office and maintenance work. They need to expand their thinking and be open to other options. One example would be the kind of training that goes on at Sunflower Bakery, where adults with significant learning differences are trained for careers in baking. That is not usually a "go-to" option for individuals with such disabilities.
Engaging employers (HR/talent acquisition professionals) to consider implementing more inclusive hiring best practices is a challenge. The Ready To Work Business Collaborative is an employer coalition committed to engaging employers to create hiring best practices targeted at people with disabilities, veterans, opportunity, and the long term unemployed and under-employed.
Fear and ignorance about those with disabilities and how to relate to and accommodate them in the workplace.
Fear and misunderstanding of disabilities in general as well as the broad scope of skills and abilities. Cost of accommodations, fear of litigation.
Fear of bias. Once a disability is disclosed everything is seen through that lens.
Fear of disability status impacting the view on one's capabilities.
Fear of discrimination
fear of discrimination
Fear of discrimination and judgment
Fear of discrimination and not providing ADA mandated accommodations
Fear of Discrimination and privacy concerns by the Job applicant or employee.
Fear of discrimination in hiring or advancement. Fear of being excluded from the social aspects of employment; not being treated as a peer by colleagues. Reluctance to be stereotyped and/or pitied.
Fear of discrimination.
Fear of judgement, unfair treatment, pre-conceived judgement or prejudice, etc.

Fear of losing employment or not gaining employment
Fear of not being chosen for the position
Fear of not being hired or being let go.
Fear of not being hired or of being "pushed out" if currently in a position. Disability of any kind instills fear of a stigma being attached to the person once they acknowledge their disability.
Fear of not being hired. Once hired, the Section 503 questionnaire responses often show different responses.
fear of not getting hired
Fear of not winning the job or not advancing in the job due to disability stigma and perceptions of capability limitations among people with disabilities.
Fear of others finding out
Fear of retaliation Personal Pride
Fear of retaliation and the future use of the info by management Fear of perceptions by colleagues and superiors
Fear of retaliation, being seen as somehow different than others, management resistance to making accommodations, US Government employees not understanding their obligations to comply with 503, US government having unrealistic expectations of contractors when they are subject to the same laws and guidelines.
Fear of stigma attached to self-identification; corporate culture; lack of understanding of how disability is a diversity issue.
Fear that self-identification will interfere with gaining employment or future advancement. Lack of knowledge of the process.
Fear, based on a lack of communication
Feeling secure about who will get the information.
Finding a quality database with search functionalities
Finding and marketing to individuals with disabilities.
Finding and Qualifying
Finding candidates with clearances.
Finding Employers that do not believe the stigmas around people with disabilities
finding open employers
finding people
Finding qualified IT professionals with disabilities for one of our four lines of business
Finding talent to fill key position in regions
For our company the issue is we have narrow band-width for the appropriate background/skills we are a federal contractor that has many jobs requiring clearances and then our skill-set for hiring is all computer programmers-- so we do not have a wide variety of positions. We would like to see an industry specific pipe-line that federal IT contractors would participate in
For us, it is getting them through our recruitment process.
Getting buy in from department heads/supervisors, budget, marketing know-how

Getting candidates to feel comfortable identifying as disabled! Matching disabled candidates to technical roles.
Getting employees/applicants to self-id
Getting hiring managers and supervisors to buy in to hiring and understanding the benefits, talents and skills people with disabilities bring to the workplace.
Getting individuals to self-identify. There is still huge stigma that they will be discriminated against and it's challenging to get people to be open about it.
Getting managers to accept individuals with disabilities as contributors to the workplace, understand the various types of disabilities and the accommodations that will make individuals with disabilities successful in the workplace.
Getting rid of the Medicaid bias as a way of supporting people with disabilities by letting them make more than 26,000 dollars a year. Letting disabled people be able to save a modest amount of money.
Getting upper management buy in
Having applicants/Crewmembers feel comfortable enough to self-identify.
Helping others understand how to work with different ways of accomplishing the job and being able to manage everyone the "same" way.
Here are some very specific items we find to be barriers to self-employment: 1) Education: Professional and Parental/Caregiver education is a substantial barrier. Most individuals, whether they are caregivers or individuals providing employment services, have never been self-employed themselves. Additionally, agencies & organizations (such as Vocational Rehabilitation) do not make self-employment training a priority for their counselors, supervisors, etc. It's pretty simple. It's hard to expect people to support something they don't fully understand or don't feel prepared to take on. That is where our curriculum hopes to address that barrier directly. 2) Perception: I once had a disability community leader say in front of an audience during one of our presentations, that we (Picasso Einstein) were "overselling" self-employment. And then he began to establish his argument by asking, "What about those individuals who don't even know to run out of the house because the fire alarm is blaring?" Mind you, he described my son in that question, and yet my son is successfully pursuing self-employment. Here is the problem. When someone's perception of the disability population, is overwhelming based on the focus of one's limitations, then quite often, things will seem unachievable. But, here is our response to those who can't seem to see abilities amongst those perceived limitations. a. Have a proper definition of "Disabilities" It does not mean the absence of abilities altogether b. Don't say no without even trying… In a video called "Bumblebees", a young man with Autism, Cerebral Palsy & Epilepsy says, "Scientists who study Aeronautics say the Bumblebee shouldn't be able to fly.

His wings are too short, and his body is too fat. But no one told the Bumblebee about Aeronautics, and so, the bumblebee flies. I was once told I would not speak, read, write and perhaps even walk. I now do all of those things." We (Picasso Einstein) live by the words, "Always assume competence." Why? Because when someone assumes incompetence, like the aforementioned disability community leader, not only does he miss the abilities altogether, but far more tragic, he unknowingly removes countless opportunities for a person to try something new, different, and maybe even challenging. Not only does the person lose out, but so does the entire community depending on such a person to be progressive.

3) Awareness: Knowing you are not alone in the journey is important. Awareness of others whom have joined the #JobCreators Movement has been quite lackadaisical from the media perspective. Humans are no different than any other herding species. We see 10, 15 people (organizations) moving in a certain direction, and we begin to ask questions, follow them even. We are hoping by way of providing exposure to stories of other families from around the world whom have chosen self-employment as their way forward to meaningful employment, that perhaps more parents, advocates, professionals, will also feel comfortable exploring it a little further. One story I love to tell to get the point across is about a city attorney in a hurry to get to an appointment in the country, and accidentally drives into a ditch. He does not have signal on his cell phone to call a tow truck. He looks around and sees a lonely farmhouse in the distance and begins walking there to use the phone. He knocks on the door and an elderly man opens the door. "Can I use your phone? My car is in a ditch." says the Attorney. "Well I am sorry young man." says the elderly man. "I don't have a phone, but I do have a horse than can pull you out." "Great!" says the attorney. All hitched up to the car, the horse is ready to pull, and then the elderly man begins to yell, "Ok Jonny, ok, Ricket, Ok Splinter, ok Betty…Pull! Pull! Pull!" The car is pulled smoothly out of the ditch. Now incredibly curious, the attorney asks, "You have one horse pulling. Why did you say all those names?" The elderly man answers, "You see, Jonny here is blind, but if he thinks he has help, he pulls even harder."

Here in NJ, transportation is an issue: Education of employers to the benefits of hiring individuals with disabilities as well as alleviating fears and preconceived notions about working with people with disabilities
Hiring people who are able to cross train.
HR Offices are not in sync with implementing in hiring Schedule A applicants. Federal agencies not be able to use a shared/exchanged network of qualified applicants with disabilities,
Human Resources, people not being informed and educated on disabilities and special hiring authorities.
I am an ODEP employee. I'm here to hear other people's ideas on this topic.
I am involved with a local chapter of the Business leadership Network which is a national organization that promotes hiring persons with disabilities. Our chapter is interested in developing a pipeline involving the four colleges/universities that we

have in this area.   I am interested in learning more about how to do this by being involved in this program.
I am with a company that places people with developmental disabilities in jobs that pay above minimum wage.
I believe pride is the biggest deterrent in self-identifying a disability. People want to be seen for what they can do and not be judged by co-workers, who may believe they were hired because of their disability.
I believe that we need to create more opportunities for good matches to be found between the potential employee with a disability and the business needs
I believe the fear of stigmatization to be a key deterrent of self-identification for those who may have invisible disabilities
I can't speak for others, but only by my own experiences. I have a MBA degree with specializations in Organization Leadership Development and Health Care Administration. I am sought after to serve on many national and statewide boards/councils in the I/DD arena, yet I can't find employment. I am either over qualified or lacking paid employment experience.
I don't think most employers/contractors know where to go to access qualified applicants with disabilities.
I feel employees still feel uncertain if they should disclose disabilities, thinking they may be overlooked for promotions, advancement, etc. I think the mindset remains that it's not a company's business to disclose personal information unless it will benefit the individual in some way.   These are my personal thoughts and are not based on any aggregate data collected by the company.
I feel that we struggle to reach candidates with disabilities. One issue could be access as most diversity and disability fairs do not happen where we offer jobs.
I just resigned from working at a federal contractor agency. Deterrents for employees: Lack of clear procedures and standards, insular disability advisors not guided by leadership policy for any type of flexibility other than the law, coerced interactive interviews where the advisors refuse to provide agendas, team up with other managers and interrogate as needed yet the employee not can prove this, the only documentation that exists is after the interview the disability advisor sends out the notes and says the employee can change or add things, this is an old school authoritarian water district culture where the aggressive communication and high control of the culture can characterize the interactive interview. There is no employee recourse other than to go through the health harming processes of filing a complaint which can take a long time to investigate. Because there are no Federal laws that require a contractor to do what the Federal Government agencies are required to do- publish to all employees clear procedures, protocols standards, organizations can easily set up disability interactive interview sessions to do really, whatever they want to short of major Federal law violation. The laws governing working with doctors is optional. The Federal laws are too broad for clear protections for employees other than obvious adverse actions like firing someone. Without mandatory protocols and standards, for example, behaviors like prolonging the accommodation decisions

beyond a month are tolerated. I think the current set up for Federal Contractors leave employees at great risk for more health damages, loss of income, more time off, etc. I would like to see a law like Obama's Executive Order for Federal laws that provide a template for the organization to provide step by step information to employees about what and how the accommodation process works.
I work as a job developer and the greatest challenge that I see is the lack of education and health fears. Employers are also so multi task focused that they are not willing to work with disabilities. The lack of education on disabilities and the fear of adding stress are the 2 biggest issues that I see on a daily basis. I have also found that many employers that have a person in their personal life with a disability seem to have tunnel vision (one size fits all) approach to dealing with people that have a disability. They do not see the potential only the disability. This makes it hard to share the information as individuals that have a disability seem to be intimidated by the application/interview process. I also think that sometimes that the persons that do the interviewing are not necessarily the people that need to know or make the decisions. They are there to hire the most qualified person and feel that hiring someone with a disability will directly affect their job.
I work for The Arc of Howard County, so I am a Job Developer for developmentally and/or intellectually disabled adults, so this question doesn't apply to me.
I work with the Veteran's population who is seeking employment and many of them absolutely do not want to self-identify as having a mental disability. They feel they will be discriminated against or that employers will assume that they have PTSD and are violent or unreliable.
Identifying those candidates for roles within Financial Services.
Identifying PWDs who have the skill sets employers are seeking
Informing hiring managers about a pool of qualified candidates with disabilities
Investment in the lives of individuals with disabilities, an investment that allows them to take the toward economic independence through employment. We are grateful for the support that helps us foster the recognition that all of us – disabled and non-disabled – bring to communities that truly welcome diversity.
Job applicant/employees feel they will discriminated against.
Job applicants--fear it will interfere with an offer. Existing employees--not to know to self-identify.
Job Applicants; people not aware that they can consider themselves disabled - Disabled Veteran not identifying as a person with a disability, old stigma attached to not getting hired if you self-identify - Employees - afraid of being treated differently is they self-disclose,
Knowledge Technical assistance and support
Lack of community connection; Lack of Leadership buy-in; Lack of training on disabilities with management/coworkers; Lack of training on Self-ID form; No proof of diversity in recruitment outreach, hiring, marketing campaigns or inter-office posters/materials and etc.; No presence of employee resource groups

Lack of connections between youth transition programs in K12 and adult service agencies; Families too need education about transition planning and in many LEAs transition programs barely exist.
Lack of Understanding and Compassion. Education Inclusion and Acceptance Tolerance with Adaptations
lack of understanding of how the information will be used
Lack of understanding of how the information will be used. Objection to being asked this and other personal identity information on principle.
Leadership miseducation/misinformation
Limited targeted disability recruitment resources; hiring official misconceptions; lack of accountability and commitment by senior officials
low expectation for students with disabilities
low expectations lack of information
Low self-identification.
Management buy in
Many businesses do not understand what is the definition of disability under the ADA. They don't understand how to or where to recruit talented people with disabilities and more importantly how to build a pipeline of future workers who have disabilities. I think the requirements under WIOA will be a great help to exposing youth with disabilities to businesses so they can be properly prepared and qualified for today's workforce. Also, many businesses don't understand how some pre-employment tests, many of which are not relevant to the job are screening out qualified people with disabilities.
Matching the job seeker with the employer and knowing that the employer understands how to support employees with hidden disabilities like mental health conditions.
Mindset regarding capabilities
More engagement and openness from Disability serving agencies with other entities that need eligibility information on customers with disabilities. Also it appears to be a very long time to get people registered and tested for OVR services and many times, people fall through the cracks on opportunities.
More integrity, trust, education, understanding needed.
Most employers still believe if there are two strong candidates that the one without the disability will cost them less during their tenure in absenteeism, and productivity and equipment accommodations. If the disability is not just a clear physical accommodation and involves other types of issues-ex. Autism Spectrum or Mental Health, they think that the issues that arise will also be time consuming and possibly make other employees uncomfortable or alarmed in some way and potentially harm overall departmental functioning.

N/A but the biggest problem is that the fear of things if it were done more secure and confidential information keep down low. I feel that if it was more explain to the employee that they are protected by law they would be more likely to be open without the feeling of losing clence and job market employment opportunities.
Negative Myths About People with Disabilities.
No incentive for doing so, only perceived risk.
Not identifying with the disabled community Not recognizing 'hidden' disabilities are included
Not making it mandatory. We have communicated numerous times to our employee population about completing the Disability Self ID form but have only gotten a 15% response rate. Of those who did respond, more than 20% claimed to have a disability so the numbers are likely there. The other reason is fear. Of someone finding out, of losing out on future career opportunities, being treated differently. We have worked very hard at making our culture inclusive but that has not had the desired impact.
Not sure
Not sure
Not sure, new to this space.
not understanding the extent of what "disability" includes and what does it mean to be able to perform
Numerous. This is one component of Springboard's global services. We do have a focus on college students with disabilities.
One of the challenges maybe finding people with various skill sets, both contemporary and advanced skill sets, and changing people's perceptions will also be a feat.
Our challenge is not have a fully accessible website and application
Our company is very disability friendly and we don't have a problem with self-identification.
Outreach and finding skilled individuals with disabilities, such as engineers and skilled trades' workers.
People who are coming through the VR system and have a developmental disability seem to have a lot of job goals that focus around customer service and cleaning position. There doesn't seem to be a lot of diversity in the job goals. What employers are offering and what people want do not seem to be matching.
People with disabilities can easily fall through the cracks when they hit roadblocks due to their challenges that deny opportunities to exercise their talents and strengths in suitable jobs. Similarly in the workplace, without proper accommodations (similar to accommodations guaranteed under IDEA and ADA in public schooling) they can fail at a job they are otherwise well-suited for in terms of talent and sometimes remarkable strengths.
perceptions of hiring manager
Persuading Human Resource personnel to look beyond their personal biases and select potential employees using non-traditional criteria.
Priority and Resources

Privacy and understanding that they will not be looked at differently by sharing the information amongst their colleagues.
Privacy comfort level
Public perceptions
Reaching the potential employees.
Reasonable fear of discrimination and retaliation.
Recruiters not knowing what to say to employers.
Recruiting and Retaining Individuals with Targeted Disabilities
Removal of obstacles and the lack of information regarding the impact income has on their earnings-based benefits
Schedule A Eligibles (i.e., Individuals with Disabilities) are not willing to relocate, despite our willingness to pay for their move. They prefer to stay in their local areas because they are familiar with and have well-established support systems in place. This makes it very difficult tom hire Individuals with Disabilities who qualify for our jobs, especially when there are few if any living within our local metropolitan area.
School based training and career and technical education programs are not designed to engage and or accommodate youth with disabilities as the general ed students are. Need to fund the school districts to build inclusive schools. Work experience and internships must also be offered to students with disabilities as well.
Self-Disclosure Education Time Financial Resources Leadership Support Branding
Since disclosing my disability I have experienced negative repercussions (lay-off) and have not been able to find similar work for approximately 17 months which could be due to retaliation for filing a complaint
Social networks are lacking in people's lives.
Some of the major challenges that most concern my business are: - The ability of the disabled to learn from home - The ability of the disabled to work from home
Sourcing a broader and more diverse pool of candidates with disabilities.
Sourcing and accommodating talent for proper assessment on a scale not built with them in mind.
Sourcing the talent
Stereotypes and misinformation even among professionals/ ignorant to the laws that are intended to promote special hiring authority
Stigma
Stigma about disability. Not knowing how to bring the topic up without violating privacy act or ADA.
Stigma and bias

Stigma and fear of being valued less by employer and colleagues. Limited understanding among managers about how to create welcoming environment. Corporate focus on compliance and avoiding litigation has historically created a don't ask/don't tell culture.
Stigma associated with disability, especially mental illness.
Stigma associated with disability, fear that disclosure will somehow lead to termination, privacy issues (people naturally do not want to make their medical information public knowledge), inability to see any benefit for them in disclosing.
Stigma surrounding the word disability. Fear that an individual will be seen as less than capable due to a disability.
Stigma, bias, and discrimination are the glass ceiling. Maybe companies may hire one or two tokens as greeters or grocery packers. However, rarely do you see a physical disability at the white collar professional. Those with invisible disabilities (mental disabilities) have to hide their disabilities -- by hiding, they surrender their civil rights (accommodations).   If they disclose if they have Bipolar Disorder, Major Depression Disorder, Anxiety Disorder, or Attention Deficit Hyperactivity Disorder. My ex-wife disclosed her mental illness and requested ADA accommodation (requested by her psychiatrist) to her school principal. Her school principal states ADA does not apply to his school and she wouldn't last in his school past May. He marked her down on every evaluation and verbally abused her at every meeting, had the teachers ignore her requests for assistance. Finally she was placed on medical leave and the new substitute teacher tore down all her materials on the walls of the classroom. In addition, all the seventh grade teachers emailed the HR director stating because she had Bipolar Disorder they did not feel safe at school. She was a threat to the teachers and students. He should not allow her return. Her case for termination was heard at each level of the court system even the supreme court. All of the courts endorsed the principals word and allowed the bias and discrimination to stand and she was terminated.   The Last Taboo (having a mental illness) shall rarely be broken. Only .140 of all tenured professors have a mental illness. If any other minority group was so poorly represented -- they would be marching on campus.
stigma, discrimination
Stigma, the idea that I might be getting preferred treatment, the fact that some might not see me as being able to fully do the job and therefore should not be hired
Strategic planning and consistent support across multiple federal and state agencies that reach local participation and buy in.
System issues and people not seeing the benefit in self-identifying.
that they believe they will not be hired
The applicants have the feeling of discrimination and judgement. I am not saying companies do this, but for some individuals with disabilities it is difficult for them to let go of past experiences.
The biggest deterrent to people with disabilities self-identifying is twofold: stigma related to being disabled, then being ignored, socially excluded, or treated differently because of disability status. New applicants may believe that the employer will not

hire them, or even consider them for the position, if the applicant discloses disability. Hiring discrimination still exists.
The biggest deterrents are fear of job loss or fear of one's career being limited if one's disability were known.
The biggest deterrents to self-identification seem to be uncertainty and anxiety about treatment of people with disabilities.
The ego and getting through the vulnerability of disclosing a disability and possibly being thought of being "less than" others, along with the anxiety of possible discrimination
The framing of the question to Self-Identify is a problem for the candidate. Some companies do it well in discussing the importance of inclusion and that there are regulations in place that require voluntary measurement. Happy to send examples of bet practices if you like.
The job coaches - not enough training.
The proper marketing or tools to attract their interest. And this strategy is able to be used across the country.
The recognition from the able-bodied world that people with disabilities have talent to contribute, and allowing them an opportunity to showcase those talents. Then organizing and publicizing those talents to agencies, organizations and companies who are open-minded enough to utilize and recognize them publicly.
The stigmatism associated with self-identification and the potential fall-out.
There are less real opportunities and support for people with disabilities in the workplace.
There are many agencies to partner with and it can be confusing to navigate as well as recruiting the most qualified workers.
There are many. The first is education of both the job seeker with disabilities and employers.
There is a stigma to identification because of the hoops you have to jump through to apply for accommodations and the process to approve, and there is also a perception that some are either faking their disability or are following a fashion diagnosis.
They are worried about being treated differently than other applicants and/or employees. They also don't trust that the system will not cause discrimination against them.
They see it as a barrier to employment. They see it as a private, personal matter and should be disclosed to anyone. They don't always know or understand why the information is needed and, therefore, don't trust to disclose
Trust that the information will remain confidential Lack of understanding as to what constitutes a qualifying disability Inability to articulate the What's In It For Me (WIFM)
Trust, stigma and fear. Employers have not done a good job of inclusion, being consistent with disability marketing or training within the organization.
trying to find the right candidates for our pipeline

Underestimating the talent within the disabled community, and ignorance on how to employ these resources effectively.
Understanding of people with disabilities along with access, stigma and unwillingness for accommodations.
Unsure at this time
We have trouble finding people with disabilities, especially the blind and visually impaired. How do we get access to college graduates when the Career Centers cannot share the profiles of people with disabilities?
Well, my staff is of the Independent Living Movement so they do not have the reticence to self-identify in any capacity of their lives. The folks we serve, however, may not be so compelled to self-identify for any number of reasons, including the existing societal stigmas pertaining to people with disabilities, especially among those who do the hiring and firing, and their ability to be "productive" enough to earn a fair wage. This lack of understanding of workers with disabilities, their abilities and skills, etc. is reflected as you know in US employment data and CILs actively seek to promote the needed paradigm shift away from these antiquated and shortsighted ideas.
Working with a few (or one) trusted partner to source candidates for us.
Working with my business clients they believe the biggest deterrent for employees to self-identify is fear that the disclosure will impact their employment, advancement and their standing with fellow teammates.

Conclusion

Through the [Building a Disability-Inclusive Talent Pipeline: Ideas for Effective Outreach and Recruitment Strategies National Online Dialogue](), ODEP and EARN successfully leveraged leading-edge crowdsourcing tools to engage individuals and organizations interested in efforts to build a more disability-inclusive workforce in a virtual conversation on ideas for effective disability-inclusive recruitment strategies.

In summary, the online event attracted more than 540 visitors, of which 75 participated posting 19 unique ideas, 61 comments and 128 votes. This metrics report provides a summary of the online dialogue's results, and the input and responses of the participants are now being analyzed in an effort to shape future activities and resources to assist employers in fulfilling their responsibilities and creating a stronger, more inclusive national workforce.