

**A REPORT TO
THE SOUTH CAROLINA DEPARTMENT
OF HEALTH AND HUMAN SERVICES**

**THE COMPONENTS OF
EMPLOYMENT SUCCESS AND FAILURE
AMONG PERSONS WITH DISABILITIES
IN THE STATE OF SOUTH CAROLINA**

**PART FIVE: AN EXPLORATORY STUDY OF FACTORS
INFLUENCING EMPLOYMENT OF PEOPLE WITH
DISABILITIES AS REPORTED BY EMPLOYERS**

**Produced by
System Wide Solutions, Inc.
for
The College of Social Work
University of South Carolina**

**Malia Nelson
George W. Appenzeller, MSW
Sarah Meadows
Andrea Evans-Wolfe**

December 15, 2005

***Funded by the CMS Medicaid Infrastructure Grant Program
CFDA Number 93.768***

EXECUTIVE SUMMARY

This report consists of five parts. Part One, delivered on March 31, 2005, covered issues associated with the Medicaid eligibility process. Parts Two and Three, delivered on May 31, 2005, covered the barriers to working and the factors accounting for success at working as reported by persons with disabilities who are working and ones who are not. Part Four, delivered on July 31, 2005, reports the barriers and success factors as reported by professionals in the field. Part Five, delivered on December 15, 2005, reports the findings of a survey of employers. A final summary of findings, conclusions, and recommendations will be delivered on January 31, 2006.

In a time when South Carolina must compete economically with the entire world, the state cannot afford to overlook any potential worker. The skills and education of everyone of working age is important to producing a future that will allow South Carolina to achieve its economic objectives. Almost half of the 514,963 SC residents with disabilities are currently not working although many of these individuals have job skills and want to work. These unemployed persons with disabilities are a resource that is not tapped by the State at this time. Each of these who enter the workforce becomes a taxpayer who can provide greater support for him or herself and his or her family. Over time, many of these individuals will no longer require health care or other support from the state, reducing costs and benefiting their fellow citizens.

The primary research questions for Part Five and the answers to these research questions are:

1. Do employers seek out individuals with disabilities to employ?

Few employers in South Carolina seek out people with disabilities to employ. Those employers that do are more likely to be government agencies. Employers that employ people with disabilities are more likely to seek them out through a referral source or through job fairs.

2. Do employers attempt to match particular disabilities with particular jobs? If so, what are these disabilities?

Over one third of employers attempt to match persons with particular disabilities with particular jobs. However, nearly half of employers believe that the work conducted in their places of employment cannot be effectively performed by individuals with disabilities.

Employers provided several examples of matching persons with particular disabilities with particular jobs. However, it is unknown how often this type of matching occurs and the extent to which it was successful for both the person with the disability and the employer.

3. What do employers see as the advantages to hiring workers with disabilities?

The main advantages employers noted in regards to hiring persons with disabilities are the quality of work they provide and the benefits that employment provides to persons with disabilities, the organization, the economy, and the community.

4. What do employers see as the disadvantages of hiring workers with disabilities?

The main disadvantages employers noted in regards to hiring persons with disabilities are additional costs, additional time, safety issues, efficiency problems, and the belief that the job cannot be performed by persons with disabilities.

5. What barriers to the employment of persons with disabilities can employers identify?

The barriers to hiring persons with disabilities were the same as the disadvantages to hiring persons with disabilities.

6. What solutions to these barriers can employers identify?

Employers noted several ways to make it easier to employ persons with disabilities, such as monetary assistance or incentives, education and training of persons with disabilities to carry out the work that is available, training of the workforce to be more accepting of persons with disabilities, job matching services, and making accommodations. It should also be noted that some of the barriers that employers noted are as much matters of perception as of fact, and changing perceptions should change employment possibilities.

Other findings are:

1. Employers that understand the law are more likely to hire persons with disabilities. Large and medium for-profit businesses and government agencies have a better understanding of the ADA than small for-profit businesses.
2. Employers that already employ persons with disabilities are more likely to be open to hiring other persons with disabilities.
3. Employers that match persons with particular disabilities with particular jobs are more likely to incur extra costs as a direct result of hiring persons with disabilities; however, the additional cost does not seem to deter the employers from seeking to employ persons with disabilities.
4. Employers that currently employ persons with disabilities are more likely to state that hiring persons with disabilities provides a benefit to the organization.
5. For-profit employers more likely disagree that their organization's work can be effectively performed by persons with disabilities than non-profit and government employers.
6. Larger for-profit companies, government agencies and non-profit organizations are more likely to hire persons with disabilities. Small for-profit companies are least likely and least amenable to the idea.
7. Since for-profit employers interviewed on the telephone were more likely to agree that hiring people with disabilities meets organizational personnel needs by filling vacancies, that hiring individuals with disabilities enhances the corporate image and demonstrates a commitment to

the community, and that hiring people with disabilities reflects the organization's commitment to corporate social responsibility (the social desirability effect), it is possible that this effect could be used to motivate for-profit businesses to hire more persons with disabilities.

8. The size of the sample allows reasonable conclusions for employers as a whole, but not for sub-groups of employers.
9. The responses to the open-ended questions were so varied that no definitive conclusions can be reached based on them. However, they do raise a number of questions that should be examined and developed for further possible study.

There are four recommendations in the report. These are:

1. It is recommended that motivating for-profit employers to hire persons with disabilities through the use of the desirability of doing so for the employer, the community and the person with the disability be explored. This process should begin through further discussion with employers to clarify how they perceive the employment of persons with disabilities as being beneficial to the organization and how these benefits impact hiring decisions.
2. It is recommended that this study be repeated with small and medium sized for-profit organizations with the help of business organizations such as Chambers of Commerce.
3. It is recommended that a group of disability and health care funding professionals, business and financial leaders, elected officials, academic experts, and persons with disabilities be formed to develop a comprehensive response to the factors that employers perceive as helpful and harmful to the hiring and retention of persons with disabilities. The beginning point for that group would be the findings in this series of reports. This group would have as its first priority balancing the costs and benefits of modifying the barriers and benefits of hiring persons with disabilities so that the state achieves the greatest possible use of the productive capacity of persons with disabilities and reduces the associated costs to the state.
4. It is recommended that the responses to the open ended questions be analyzed further and used to develop qualitative methods to gather additional data to understand how for-profit employer make decisions about hiring persons with disabilities.

TABLE OF CONTENTS

EXECUTIVE SUMMARY	ii
TABLE OF CONTENTS	v
INTRODUCTION.....	1
<i>The Medicaid Infrastructure Grant Project</i>	<i>1</i>
<i>The Report</i>	<i>1</i>
<i>Conducting the Research and Report Production.....</i>	<i>1</i>
<i>Importance of Persons with Disabilities Working in South Carolina</i>	<i>2</i>
METHODOLOGY FOR PART FIVE: FACTORS INFLUENCING EMPLOYMENT OF PEOPLE WITH DISABILITIES AS REPORTED BY EMPLOYERS.....	3
<i>Research Questions</i>	<i>3</i>
<i>Survey Method.....</i>	<i>3</i>
Instrument Development.....	3
Determination of Sampling Distribution and Acquisition of Sample	4
Administration of the Instrument	6
Analysis of the Data.....	6
Utilization of the Data to Draw Conclusions and Recommendations	7
<i>Limitations of the Study.....</i>	<i>7</i>
FINDINGS FOR PART FIVE: FACTORS INFLUENCING EMPLOYMENT OF PEOPLE WITH DISABILITIES AS REPORTED BY EMPLOYERS.....	9
<i>Survey Response Method and Method Bias.....</i>	<i>9</i>
<i>Survey Respondents and Representation of the Population</i>	<i>10</i>
<i>Responses to the Survey.....</i>	<i>12</i>
Responses to Section I: Employer Characteristics	12
Responses to Section II: Likert Scale.....	15
Responses to Section III: Open-Ended Questions.....	22
<i>Analysis of Relationships Among Items on the Survey</i>	<i>28</i>
Identification of Persons with Disabilities to Employ.....	28
Knowledge of the Law	32
Influences on Hiring People with Disabilities.....	33
DISCUSSION	37
<i>Survey Response Method and Method Bias.....</i>	<i>37</i>
<i>Survey Respondents and Representation of the Population</i>	<i>37</i>
<i>Responses to the Survey Questions.....</i>	<i>37</i>
Responses to Section I: Employment Size and Type	38
Responses to Section II: Likert Scale.....	38
Responses to Section III: Open-Ended Questions.....	39

<i>Analysis of Relationships Among Items on the Survey</i>	39
Identification of Persons with Disabilities to Employ	40
Knowledge of the Law	40
Influences on Hiring Persons with Disabilities	40
CONCLUSIONS	41
<i>Answers to the Research Questions</i>	41
<i>Related Findings</i>	42
RECOMMENDATIONS	43
APPENDIX ONE: LIST OF RESOURCES USED IN SURVEY DEVELOPMENT	44
<i>Articles and Sources Consulted</i>	45
<i>Summaries of Articles Cited:</i>	46
APPENDIX TWO: FINAL SURVEY INSTRUMENT	49
APPENDIX THREE: LETTER ACCOMPANYING SURVEY	52
APPENDIX FOUR: LIST OF RESPONSES TO OPEN-ENDED QUESTION 1	54

INTRODUCTION

The Medicaid Infrastructure Grant Project

In March of 2004, the South Carolina Department of Health and Human Services (SC DHHS) received a \$500,000 Medicaid Infrastructure Grant (MIG) authorized by the *Ticket to Work and Work Incentives Improvement Act of 1999*. The goal of the MIG is to provide resources to break down the barriers that stand between people with disabilities and employment in the community. The grant was written by an interagency group composed of representatives from the Department of Disabilities and Special Needs (DDSN), the Department of Vocational Rehabilitation (VR), the Department of Mental Health (DMH), the SC Department of Health and Human Services (DHHS), the Employment Security Commission (SCES), Commission for the Blind (COB), Department of Social Services (DSS), Department of Education (DOE), Department of Health and Environmental Control (DHEC), and Protection and Advocacy for People with Disabilities (P&A).

The MIG is governed by a Work Plan that includes 25 activities. Among these activities are three that are designed to create a base of information about the barriers that exist to persons with disabilities working and what factors account for success of persons with disabilities working. This report provides that base of information.

The Report

This report consists of five Parts. Part One, delivered on March 31, 2005, covered issues associated with the Medicaid eligibility process. Parts Two and Three, delivered on May 31, 2005, covered the barriers to working and the factors accounting for success at working as reported by persons with disabilities who are working and ones who are not. Part Four, delivered on July 31, 2005, reports the barriers and success factors as reported by professionals in the field. Part Five, delivered on December 15, 2005, reports the findings of a survey of employers. A final summary of findings, conclusions, and recommendations will be delivered on January 31, 2006.

Conducting the Research and Report Production

The research was conducted and reports produced by System Wide Solutions, Inc. under subcontract to the University of South Carolina. The College of Social Work of the University of South Carolina provided expert advice from faculty as well as master's and doctoral level students to support the research. System Wide Solutions (SWS) has been working with the College of Social Work and the SC DHHS since July of 1997 on research, policy, and evaluation issues regarding individuals with disabilities who are receiving Medicaid support.

Importance of Persons with Disabilities Working in South Carolina

In a time when South Carolina must compete economically with the entire world, the state cannot afford to overlook any potential worker. The skills and education of everyone of working age is important to producing a future that will allow South Carolina to achieve its economic objectives. According to the U.S. Census Bureau, there are 514,963 working age persons with disabilities residing in the state of South Carolina. They make up 23% of the state's working age citizens. Almost half of these people (45%) are currently not employed. Many of these individuals who are not employed have job skills and want to work. These unemployed persons with disabilities are a resource that is not tapped by the State at this time. Each of these who enter the workforce becomes a taxpayer who can provide greater support for him or herself and his or her family. Over time, many of these individuals will no longer require health care or other support from the state, reducing costs and benefiting their fellow citizens.

Being productively employed has a high value in our society. With employment comes income and independence, but just as importantly, employment brings dignity, recognition and personal pride. Persons with disabilities should be given the opportunity to enjoy these benefits of employment as much as anyone else in the state.

It has to be recognized at the outset, however, that there are many persons with disabilities who will not be able to work fulltime, or possibly at all, for physical or developmental reasons. It is everyone's responsibility to provide means and methods for those who cannot work in traditional employment to achieve everything they can achieve and not simply to discard their talents and experience.

METHODOLOGY FOR PART FIVE: FACTORS INFLUENCING EMPLOYMENT OF PEOPLE WITH DISABILITIES AS REPORTED BY EMPLOYERS

Research Questions

Several research questions were posed to identify factors that influence employers hiring individuals with disabilities and the barriers to continued employment of persons with disabilities over which employers have control. These research questions are:

1. Do employers seek out individuals with disabilities to employ?
2. Do employers attempt to match persons with particular disabilities with particular jobs? If so, what are these disabilities?
3. What do employers see as the advantages to hiring workers with disabilities?
4. What do employers see as the disadvantages of hiring workers with disabilities?
5. What barriers to the employment of persons with disabilities can employers identify?
6. What solutions to these barriers can employers identify?

Survey Method

In order to answer the research questions, SWS conducted a survey of employers in South Carolina. The employer survey was conducted in five steps:

1. Instrument Development
2. Sample Selection
3. Administration of the Instrument
4. Analysis of the Data
5. Use of the Data to Draw Conclusions and Recommendations

Instrument Development

A draft survey instrument to answer the research questions was developed by key staff at SWS. Several resources were consulted to determine the major themes that are barriers to the hiring and retention of persons with disabilities in the workplace. The research team then adjusted the survey questions to take into account the sensitivity of employers in responding to questions regarding their employment of persons with disabilities. A list of the resources utilized may be found in Appendix One. The draft instrument was then forwarded to faculty members at the

College of Social Work at the University of South Carolina for comment. The comments of the faculty members were incorporated into the instrument. The instrument was revised and a final draft instrument produced.

The instrument was tested by interviewing human resource directors from one of each of six types of employers. Interviews were conducted face-to-face and by telephone. Interviewees were told that their responses were confidential and would not directly represent or reflect upon the respondent or the organization. The interviewees were asked to complete the survey instrument as they would have if they had received it in the mail. The interviewer then engaged the subjects in discussion regarding the clarity, understandability, and appropriateness of the questions and the format of the survey as a whole. The interviews lasted approximately 20 minutes.

Team members subsequently discussed what they learned from the field test. Necessary adjustments were made and the final draft produced. The draft instrument was then sent to staff at the Department of Health and Human Services for approval. Adjustments to the survey were made and the final instrument was produced. A copy of the final instrument may be found in Appendix Two.

Determination of Sampling Distribution and Acquisition of Sample

The employer survey sample utilized a random stratified sampling technique to obtain survey responses. The total number of employers (public and private) in South Carolina is 170,378. In order to obtain a confidence interval of five, 385 survey responses were needed. The sample was stratified in two ways. State agencies, which employ 5.1% of the workforce and account for less than 1% of employers, were asked to complete 5% of the surveys (approximately 19 surveys). Local government, which employs 9.2% of the workforce and also accounts for less than 1% of employers, were asked to complete 9% of the surveys (approximately 35 surveys). Not-for-profit organizations were sampled at a higher rate than the percentage their employees represent in the workforce. The first reason is that not-for-profits represent the second most common type of employer in South Carolina, after private for profit entities. The second reason is that the organizational culture of a not-for-profit is often very different from a for-profit, and therefore should be over-sampled in order to achieve a reasonable confidence interval. Therefore, not-for-profit organizations, which employ 4.7% of the workforce and account for 9.7% of the organizational entities in South Carolina, were asked to complete 10% of the surveys (approximately 39 surveys). Private for-profit businesses, on the other hand, were under-sampled due to the over-sampling of other types of employers. Private for-profit Businesses, which account for 89.8% of employers and employ 80.9% of the workforce, were asked to complete the remaining 76% of the surveys (approximately 293 surveys). This number of surveys still allowed for a reasonable confidence interval in the responses of for-profit entities. The sample of private for-profit businesses was divided among the three types of for-profit businesses (small, medium, and large) according to the approximate number of employees (38%, 41%, and 21%, respectively). The distribution is displayed in the table below.

Estimates of the Distribution of Business Entities and Employment in South Carolina

	# of Units	% of Total Units	# of Employees	% of Total Employees
Private for-Profit Business	153,002	89.8%	1,445,476	80.9%
Small Businesses (1-49 employees)	147,266	86.4%	549,281	38.0%
Medium Businesses (50-249 employees)	5,058	3.0%	592,645	41.0%
Large Businesses (250+ employees)	678	0.4%	303,550	21.0%
Not-for-Profits	16,489	9.7%	84,506	4.7%
State Government	186	0.1%	90755	5.1%
County/Local Government	701	0.4%	164947	9.2%
Total	170,378	100.0%	1,785,684	100.0%

*This data was gathered using the 2000 Census, the 2002 Economic Census, the SC State Government website (www.myscgov.com), the Municipal Association of South Carolina website (www.masc.sc/data/citiesonline.aspx) and numbers from mailing list distributors USA Data and GuideStar.

Sampling Method and Distribution of Surveys

	Number Sent Survey	Needed Response	% of Sample
Private for Profit Business	975	293	76%
Small Businesses (1-49 employees)	371	111	29%
Medium Businesses (50-249 employees)	400	120	31%
Large Businesses (250+ employees)	205	61	16%
Private Not-For-Profits	125	39	10%
State Government	64	19	5%
County/Local Government	116	35	9%
Total	1280	385	100%

The sample was obtained from five sources. A sample of 1,000 businesses was obtained from USA Data. Twenty-five of the 1,000 businesses from the USA Data list were non-profit organizations. Therefore, these names were added to the sample of non-profits. The list of the remaining 100 non-profits was obtained from GuideStar. Names and addresses of state government agencies were randomly selected and obtained from government websites. Names and addresses of county and local governments were obtained through the Municipal Association of SC website. The complete sample was then imported into an Access Database for ease in data entry and manipulation.

Administration of the Instrument

Each potential respondent was assigned a unique identifier. This identifier was placed in an inconspicuous place on the survey. The identifier was used only to identify those who had not completed the survey and was not used to tie employers' names to their responses. The survey instrument was administered to employers in South Carolina in three ways. These administration methods were:

1. Self-Administered Mail Survey

The surveys were distributed to the sample by mail. A stamped, self-addressed envelope was included with the form. A cover letter explained the purpose of the survey, described the organizations which were conducting the survey, and assured confidentiality. (A copy of the letter may be found in Appendix Three.) The surveys were expected to take no more than 10 minutes to complete.

2. Telephone Surveys

Approximately one month after the surveys were mailed, telephone calls were made to persons who had not returned their forms. The telephone surveys were conducted to complete the desired sample sizes and stratification. The potential respondents were asked to complete the survey by telephone. The surveys were expected to take no more than 10 minutes to complete.

2. Surveys Returned by FAX

Several of the potential respondents who were called during the telephone surveys requested that the survey be FAXed to them for completion. These respondents then returned the survey by FAX. The surveys were expected to take no more than 10 minutes to complete.

Analysis of the Data

The data was analyzed in four steps. These steps were:

1. Data Entry

A database was constructed and data was entered in Microsoft Access. Separate, but related, tables were used for contact information and survey responses. This allowed the researchers to maintain the integrity of the data while still being able to determine who had completed the survey and who could be contacted by telephone to complete the survey.

2. Identification of Common Themes in Open-Ended Questions

After the first 20 surveys were received by mail, responses to open-ended questions were analyzed to produce a series of themes common to respondents. These themes were then added as fields in the database to be included in the data entry process. Each survey that was received thereafter was analyzed for themes as it was received. After all surveys were entered into the

database, the research team reviewed the responses to the open-ended questions, modified the themes, and verified that each response was correctly categorized.

3. Analysis of Survey Responses

The analysis of survey responses attempted to answer the questions identified in the purpose of the survey (above) and to identify factors that could influence the hiring and retention of persons with disabilities in the workplace.

To conduct the statistical analysis, the Access database table was exported into a Statistical Package for the Social Sciences (SPSS) file. The survey responses were analyzed in four parts. The first part identified the survey response methods and any survey response bias. The second part identified the employers that responded to the survey and the extent to which they represent the intended population. The third part described the actual responses to survey questions, and the fourth part analyzed the relationships between items on the survey. The fourth part of the analysis included several different tests of statistical importance, including t-tests, correlations and chi-square. Tables and graphs were also developed in SPSS, then exported to an Excel format to ease editing and printing.

Utilization of the Data to Draw Conclusions and Recommendations

Subsequent to the analysis of the data, a series of discussions was held among the research team members. The discussions centered on the interpretation of the findings to identify ways to remove the barriers to the continued employment of persons with disabilities. Upon the completion of these discussions, conclusions and recommendations were drafted and agreed upon by the research team members. A report was then completed with the following elements:

- Executive Summary
- Introduction
- Methodology
- A presentation of the findings (divided into three parts)
- A discussion of the findings
- Conclusions based on the findings
- Specific recommendations based on the conclusions

Limitations of the Study

Limitations in this study were possible social desirability effect, possible ambiguous wording with one question, return rate problems with the mailed surveys and potential self-selection bias.

A desire to create a socially desirable impression (Social Desirability Effect) may have affected the way certain employers responded to some survey questions depending upon whether they were responding by mail or by telephone interview. The social desirability effect that appears to have occurred is described in the findings section under "Survey Method Bias." The overall finding from survey method bias analysis was that for-profit businesses may be more susceptible to social desirability effect when responding to the survey by telephone. This conclusion was based on the finding that for-profit employer respondents were more likely to agree to Likert scale statements regarding organization benefits from employing people with disabilities.

Analysis of the data demonstrated possible wording problems with one item, in section two of the survey. This item is Likert scale statement number three, "I would like to hire qualified individuals with disabilities, but I do not know where to find them". Of the 312 employers who responded to this statement, nearly all were dispersed in the middle responses: 31% agreed, 31% were not sure, and 28.5% disagreed, leaving only 9.5% of employers that strongly agreed or strongly disagreed with the statement. Upon review of the question and comparison with responses to other questions, the research team concluded that the question was double-loaded, meaning that it had two parts that the respondent could possibly agree or disagree with. Therefore, the respondent may have answered in the middle of the scale because he or she was unsure which part of the question to respond to or he or she may have agreed with one part and disagreed with the other.

The rate of return by mail of surveys was low and achieving the targeted number of completed surveys required more time and effort than anticipated. A total of 325 surveys were completed over a six month period. The desired number of completed surveys was 400. Very few surveys were received by mail. After waiting three weeks from the date the survey was mailed, telephone follow-up calls were conducted. The telephone interviewers made approximately 15 attempts to complete one survey. A "FAX method" was added to the response methods to facilitate the ease with which employers could return the survey. Many employers simply did not respond to the written survey.

These return rate problems demonstrate the possibility of self-selection bias. Self-selection bias occurs when survey respondents choose to respond for reasons other than the reasons for which the study is being conducted. In this case, employers who misunderstand the Americans with Disabilities Act (ADA) or other laws governing equal opportunity employment may be less likely to respond. Furthermore, respondents who completed a survey may be more likely to have an interest in the topic, or a greater willingness to hire people with disabilities. Finally, employers who have more time available, such as ones in large firms, may be more likely to respond to the survey. The effect of self-selection bias can be observed by reviewing the response rate for each type of employer. Small, medium, and large for-profit organizations responded to the survey at a rate of 21.3%, 21.3%, and 24.4%, respectively. Private not-for-profits and government agencies, on the other hand, responded at much higher rates of 33.6% and 38.3%, respectively. As a result, the distribution of size and type of employer among the survey respondents differ from both the intended distribution and the distribution of employer types in the universe of employers. Therefore, the respondents may not be representative of the employer population as a whole.

FINDINGS FOR PART FIVE: FACTORS INFLUENCING EMPLOYMENT OF PEOPLE WITH DISABILITIES AS REPORTED BY EMPLOYERS

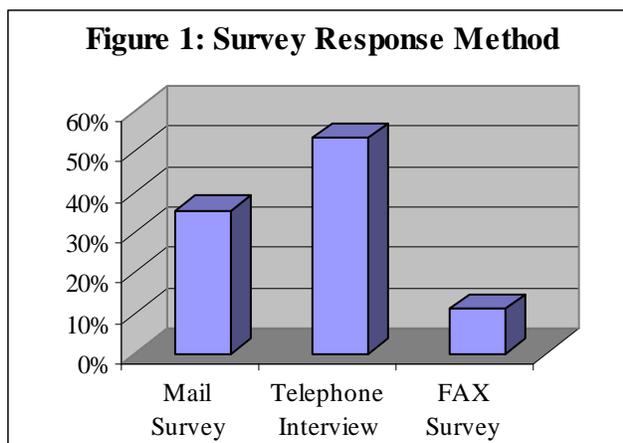
The analysis was conducted in four parts. The first part identifies the survey response methods and any survey method bias. The second part compares the type and size of employers of the survey respondents to the size and type of employers of the target population. The third part describes the actual responses to survey questions. The fourth part analyzes the relationships among items on the survey.

Survey Response Method and Method Bias

Survey method bias is identified by analyzing the degree of difference in responses based on the response method. By analyzing this difference, the extent to which the response method could possibly influence responses can be documented.

Of the 325 surveys received, more than half (53.5%) were conducted by telephone interview, 35.4% were received by mail, and the remainder (11.1%) were received via FAX. (See Table 1 and Figure 1.)

Table 1: Survey Response Method		
	#	%
Mail Survey	115	35.4%
Telephone Interview	174	53.5%
FAX Survey	36	11.1%
Total	325	100%



An analysis of survey responses by response method was conducted to determine if any response method bias existed. One-Way ANOVA analyses were used to compare the Likert scale questions with the survey method. This analysis demonstrates that the responses to three questions are significantly different when compared by survey method. The first item showing significant difference by survey method was that employers were more likely to state that hiring people with disabilities meets organizational personnel needs by filling vacancies if they responded by telephone ($F=4.77$, $df=2$, $p=0.009$). The second item showing significant difference by survey method was that employers were more likely to state that hiring individuals with disabilities enhances the corporate image and demonstrates a commitment to the community if they responded by telephone ($F=5.49$, $df=2$, $p=0.005$). The final item showing significant difference by survey method was that employers were more likely to state that hiring people with

disabilities reflects the organization's commitment to corporate social responsibility if they responded by telephone ($F=4.77$, $df=2$, $p=0.004$).

A Chi-Square analysis was conducted on the survey method and type of organization (for profit, non-profit, or part of government). The analysis demonstrates that for-profit organizations are more likely to respond to the survey via telephone interview or FAX and that both non-profit and government agencies are more likely to respond to the survey through the mail. These relationships are statistically significant ($\text{chi-square}=12.06$, $df=4$, $p=0.017$).

The results of these analyses led to further calculations to determine if differences in responses to the three Likert scale questions mentioned exist for all three types of organizations or if the differences are a byproduct of the differences in responses for only one type of organization. These additional calculations utilized One-Way ANOVA analyses to compare the responses of each type of organization (for-profit, non-profit, and government agencies) by the response method. These analyses demonstrated that both non-profit organizations and government agencies exhibit no significant differences in responses to the Likert scale questions; whereas responses made by for-profit businesses are significantly different by survey method. The first item showing significant difference by survey method is whether or not hiring people with disabilities meets organizational personnel needs by filling vacancies ($F=6.37$, $df=2$, $p=0.002$). This means that for-profit businesses are more likely to agree with this statement if they responded to the survey via telephone interview or FAX than by mail (mean difference=0.54, $p=0.005$). The second item showing significant difference by survey method is whether or not they believe that hiring individuals with disabilities enhances the corporate image and demonstrates a commitment to the community ($F=8.24$, $df=2$, $p=0.000$). This means that for-profit businesses are more likely to agree with this statement if they responded to the survey via telephone interview or FAX (mean difference=0.57, $p=0.001$). The final item showing significant difference by survey method is whether or not hiring people with disabilities reflects the organization's commitment to corporate social responsibility ($F=9.21$, $df=2$, $p=0.000$). This means that for-profit businesses are more likely to agree with this statement if they responded to the survey via telephone interview or FAX (mean difference=0.63, $p=0.000$). These differences demonstrate that for profit businesses may be more susceptible to social desirability effect.

Survey Respondents and Representation of the Population

A comparison of the similarity between the survey respondents and the state of South Carolina employer-type distribution population was conducted to determine how well the survey respondents represent the employer population as a whole. Additionally, confidence intervals were calculated for each type of employer and all employers.

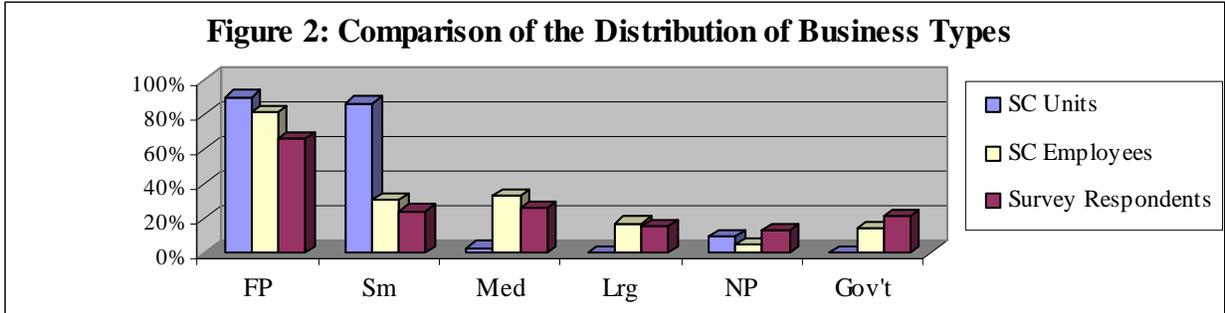
The three main categories of employers used for this study are: private for-profit businesses, private non-profit organizations, and government agencies. Due to large number of for-profit businesses, they have been broken down into three smaller groups. These groups correspond with the number of employees: small, medium and large. There are approximately 153,002 private for-profit businesses in South Carolina (approximately 89.9% of all employers) that employ approximately 1,445,476 people (80.9% of all SC workers). Small for-profit entities (those with fewer than 50 employees) make up 86.4% of all employers in South Carolina and

employ 30.8% of all SC workers. Medium for profit entities (those with 50 to 249 employees) make up only 3% of all employers in South Carolina and employ approximately 33.2% of all workers. Large for profit businesses (those with 250 or more employees) make up only 0.4% of all employers and employ 17% of the SC workforce. There are a total of 16,489 (9.7% of all employers) non-profit organizations in South Carolina that employ approximately 84,506 persons (4.7% of the workforce). State agencies, county and local governments make up 0.5% of employers (n=887) and employ 14.3% of the workforce (n=255,702). (See Table 2 and Figure 2.)

In comparison, the survey respondents were similar to the state in that the largest proportion of employers surveyed are for-profit (65.8%), although the ratio of for-profit organizations to other types of employers in the survey sample was not as large as the ratio that exists in the population as a whole. Of the for-profit organizations, small businesses, while representing 86.4% of the employers, made up only 24.3% of the sample, which is similar to the percentage of the workforce that they employ (30.8%). Medium and large for-profit organizations, on the other hand, represent much larger proportions of the total number of employers surveyed (26.2% and 15.4% respectively) than the proportion they represent in the population (3% and 0.4% respectively). The proportion of medium and large for-profit organizations surveyed is also similar to the proportion of the workforce these entities employ in the total population (33.2% and 17%, respectively).

As described in the methodology portion of this report, non-profit organizations were intentionally over-sampled and therefore represent a much larger proportion of the respondents (12.9%) than exists in the population. State, county, and local governments, on the other hand, were not intentionally over-sampled; however, these organizations represent a much larger proportion of employers among the survey respondents (21.2%) than in the population (0.5%) or in the proportion of the workforce these agencies employ (14.3%). (See Table 2 and Figure 2.)

	SC Units		SC Employees		Survey Resp	
	# of Units	% of Units	# of Employees	% of Employees	# of Units	% of Units
Private For-Profit Business	153,002	89.8%	1,445,476	80.9%	214	65.8%
Small (1-49 employees)	147,266	86.4%	549,281	30.8%	79	24.3%
Medium (50-249 employees)	5,058	3.0%	592,645	33.2%	85	26.2%
Large (250+ employees)	678	0.4%	303,550	17.0%	50	15.4%
Private Not-For-Profit	16,489	9.7%	84,506	4.7%	42	12.9%
Part of Government	887	0.5%	255,702	14.3%	69	21.2%
Total	170,378	100%	1,785,684	100%	325	100%



The total population of employers in South Carolina was estimated to be 170,378. Based on this information, the confidence interval for the 325 responses covered by this report is 5.4 points at a 95% confidence level. Therefore, in 19 out of 20 cases, the overall results will differ by no more than 5.4 percentage points in either direction from what would have been obtained by seeking out all employers in South Carolina. For smaller subgroups, the margin of sampling error is larger. For example, responses of only for-profit organizations will differ by no more than 6.9 percentage points, whereas responses of small businesses will differ by no more than 11 points, responses of medium businesses will differ by no more than 10 points, and responses of large businesses will differ by no more than 13 points. Additionally, responses of private not-for-profit organizations may differ by 15 points, and responses of government agencies may differ by 11 points.

Responses to the Survey

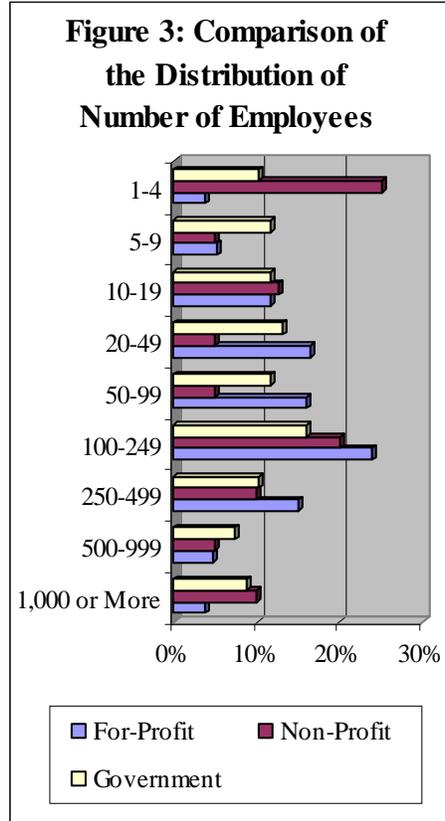
The employer survey is divided into three sections. These sections are multiple choice questions regarding business characteristics, Likert scale questions, and open-ended questions. The questions and the responses to the questions in each section are presented below.

Responses to Section I: Employer Characteristics

Of the 325 total respondents, 323 employers reported how many people are employed by their organization. Of the 214 for-profit businesses that reported the number of employees in their organization, eight (3.7%) reported that they employ one to four people, 11 (5.1%) reported having five to nine employees, 25 (11.7%) reported having ten to 19 employees, 35 (16.4%) have 20 to 49 employees, 34 (15.9%) reported having 50 to 99 employees, 51 (23.8%) reported having 100 to 249 employees, 32 (15%) reported having 250 to 499 employees, 10 (4.7%) reported having 500 to 999 employees, and the remaining 8 (3.7%) reported that they employ 1,000 or more people. Of the 40 non-profit organizations that responded, one (2.5%) reported that they have no employees, ten (25%) reported that they employ one to four people, two (5%) reported having five to nine employees, five (12.5%) reported having ten to 19 employees, two (5%) reported employing 20 to 49 people, two (5%) reported having 50 to 99 employees, eight (20%) reported having 100 to 249 employees, four (10%) reported having 250 to 499 employees, five (7.2%) reported having 500 to 999 employees, and the remaining four (10%) reported having 1,000 or more employees. Of the 69 government agencies that responded to this question, seven (10.1%) reported having one to four employees, eight (11.6%) reported employing five to nine people, eight (11.6%) reported having ten to 19 employees, nine (13%)

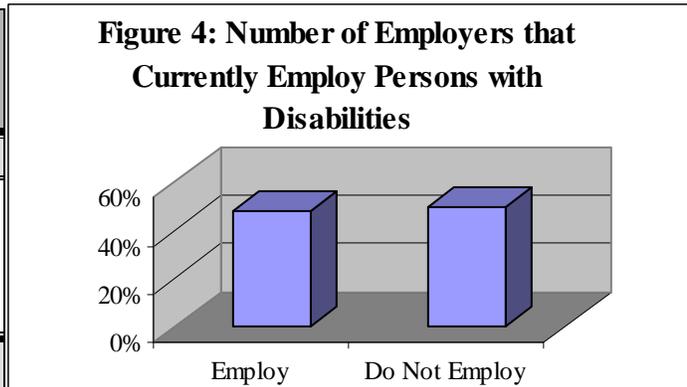
reported having 20 to 49 employees, eight (11.6%) reported having 50 to 99 employees, eleven (15.9%) reported having 100 to 249 employees, seven (10.1%) reported having 250 to 499 employees, five (7.2%) reported having 500 to 999 employees, and the remaining six (8.7%) reported employing 1,000 or more people. (See Table 3 and Figure 3.)

Table 3: Comparison of the Distribution of Employment by Business Type Among the Survey Respondents						
	Type of Organization					
	For-Profit		Non-Profit		Government	
	#	%	#	%	#	%
No Employees	0	0.0%	1	2.5%	0	0.0%
1 to 4 Employees	8	3.7%	10	25.0%	7	10.1%
5 to 9 Employees	11	5.1%	2	5.0%	8	11.6%
10 to 19 Employees	25	11.7%	5	12.5%	8	11.6%
20 to 49 Employees	35	16.4%	2	5.0%	9	13.0%
50 to 99 Employees	34	15.9%	2	5.0%	8	11.6%
100 to 249 Employees	51	23.8%	8	20.0%	11	15.9%
250 to 499 Employees	32	15.0%	4	10.0%	7	10.1%
500 to 999 Employees	10	4.7%	2	5.0%	5	7.2%
1,000 or More	8	3.7%	4	10.0%	6	8.7%
Total	214	100%	40	100%	69	100%



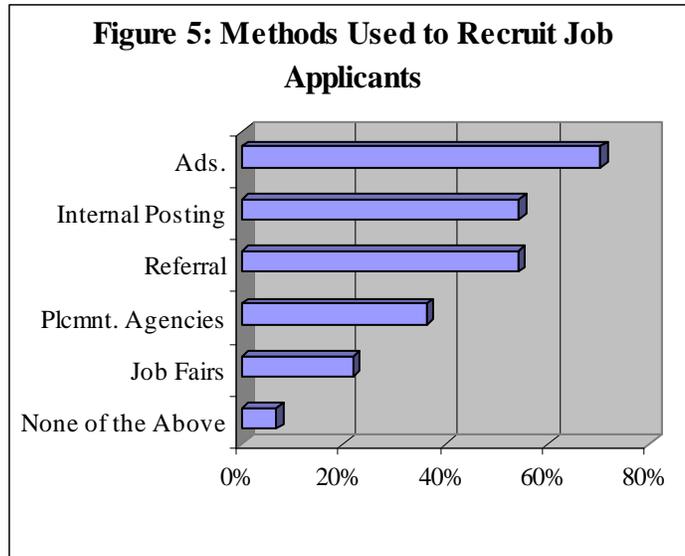
Employers were asked to report whether or not they currently employ a person or persons with disabilities. Of the 325 respondents, 157 employers (48.3%) responded that they currently employ persons with disabilities and 163 employers (50.2%) do not currently employ persons with disabilities. The remaining five employers (1.5%) did not respond. (See Table 4 and Figure 4.)

Table 4: Number of Employers that Currently Employ Persons with Disabilities		
	#	%
Employ	157	48.3%
Do Not Employ	163	50.2%
No Response	5	1.5%
Total	325	100%



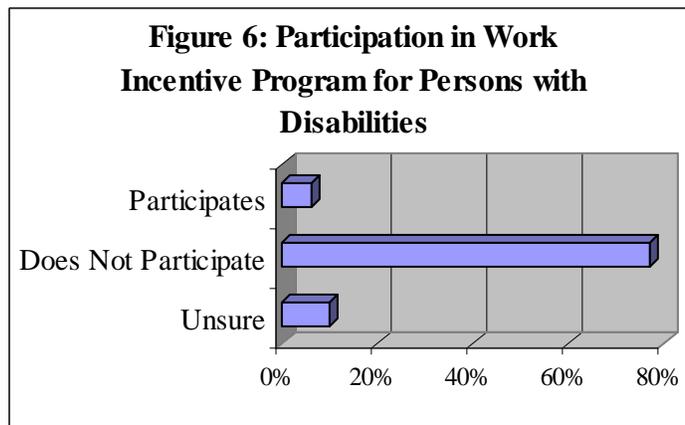
Employers were also asked to report which methods they use to recruit job applicants. Of the 325 respondents, 229 employers (70.5%) use advertisements, 177 (54.5%) use internal postings, 176 (54.2%) use referrals, 118 (36.3%) use placement agencies, 71 (21.8%) use job fairs, and 22 (7%) do not use any of the above methods to recruit job applicants. (See Table 5 and Figure 5.)

Table 5: Methods Used to Recruit Job Applicants			
	n=325	#	%
Advertisement	229	70.5%	
Internal Posting	177	54.5%	
Referral	176	54.2%	
Placement Agencies	118	36.3%	
Job Fairs	71	21.8%	
None of the Above	22	7%	



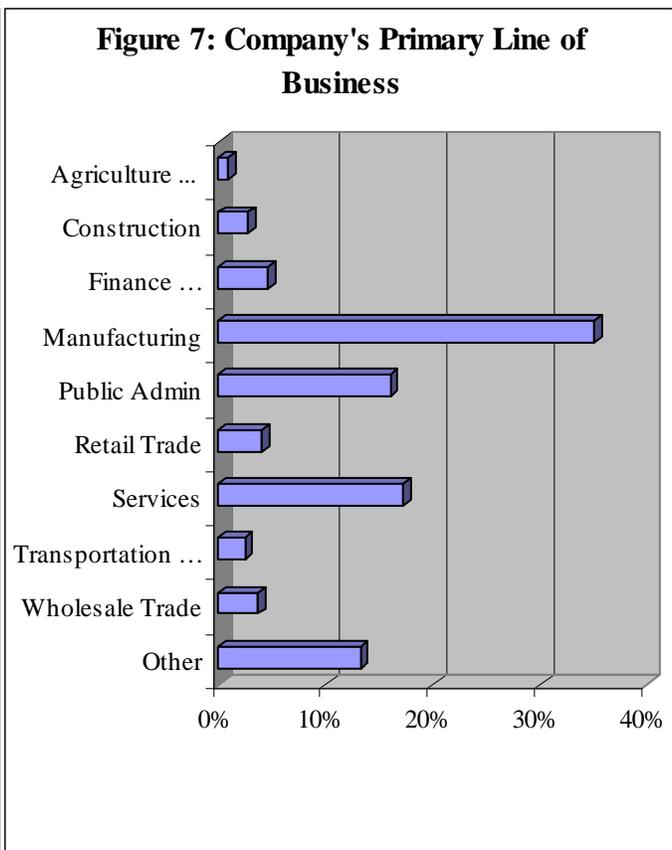
Employers were asked to report their participation in any type of work incentive program for persons with disabilities. Of the 325 respondents, 20 employers (6.2%) reported that they do participate in these programs, 251 (77.2%) responded that they do not participate, 32 (9.8%) were unsure of their participation, and 22 (6.8%) did not respond. (See Table 6 and Figure 6.)

Table 6: Participation in Work Incentive Program for Persons with Disabilities		
	#	%
Participates	20	6.2%
Does Not Participate	251	77.2%
Unsure	32	9.8%
No Response	22	6.8%
Total	325	100%



Employers were asked to report their primary line of business. Of the 325 respondents, three (0.9%) were in agriculture, forestry, and fishing, nine (2.8%) were in construction, 15 (4.6%) were in finance, insurance, and real estate, 114 (35.1%) were in manufacturing, 52 (16%) were in public administration, 13 (4%) were in retail trade, 56 (17.2%) were in services, eight (2.5%) were in transportation, communications, electric, gas, and sanitary services, 12 (3.7%) were in wholesale trade, and 43 (13.2%) reported other businesses than those listed. (See Table 7 and Figure 7.)

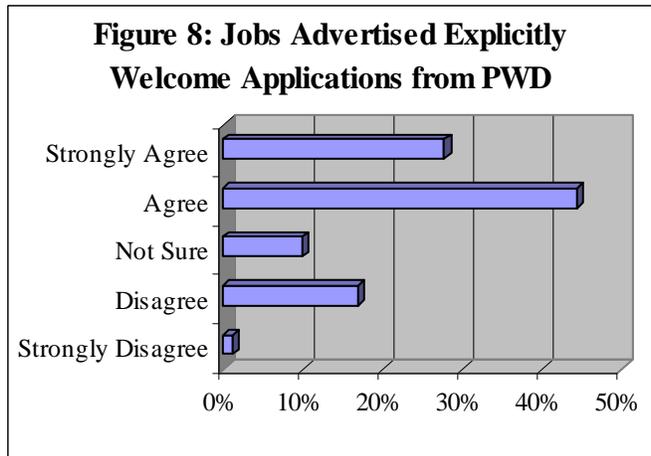
Table 7: Organization's Primary Line of Business		
	n=325	
	#	%
Agriculture, Forestry, and Fishing	3	0.9%
Construction	9	2.8%
Finance, Insurance, and Real Estate	15	4.6%
Manufacturing	114	35.1%
Public Administration	52	16.0%
Retail Trade	13	4.0%
Services	56	17.2%
Trans, Comm, Electric, Gas, and Sanitary Services	8	2.5%
Wholesale Trade	12	3.7%
Other	43	13.2%
Total	325	100%



Responses to Section II: Likert Scale

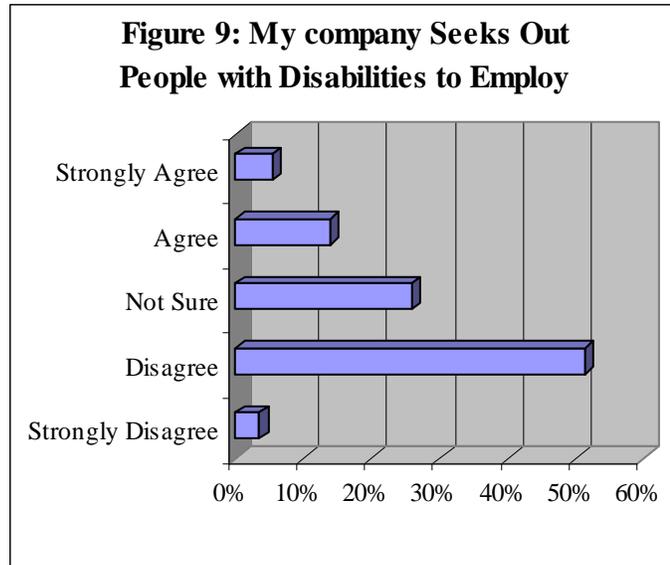
A total of 314 employers reported how much they agree or disagree with the statement “Jobs advertised by my organization explicitly welcome applications from people with disabilities.” Of those, 87 respondents (27.7%) strongly agreed with the statement, 139 (44.3%) agreed, 31 (9.9%) were not sure, 53 (16.9%) disagreed, and four (1.3%) strongly disagreed with the statement. (See Table 8 and Figure 8.)

Table 8: Jobs Advertised by My Organization Explicitly Welcome Applications from People with Disabilities		
	#	%
Strongly Agree	87	27.7%
Agree	139	44.3%
Not Sure	31	9.9%
Disagree	53	16.9%
Strongly Disagree	4	1.3%
Total	314	100%



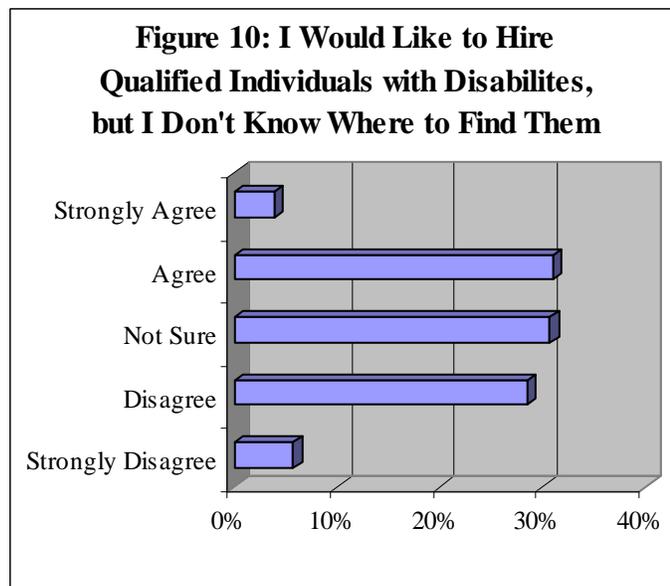
A total of 317 employers reported how much they agree or disagree with the statement “My organization seeks out people with disabilities to employ.” Of those, 17 respondents (5.4%) strongly agreed with the statement, 44 (13.9%) agreed, 82 (25.9%) were not sure, 163 (51.4%) disagreed, and 11 (3.5%) strongly disagreed with the statement. (See Table 9 and Figure 9.)

Table 9: My Organization Seeks Out People with Disabilities to Employ		
	#	%
Strongly Agree	17	5.4%
Agree	44	13.9%
Not Sure	82	25.9%
Disagree	163	51.4%
Strongly Disagree	11	3.5%
Total	317	100%



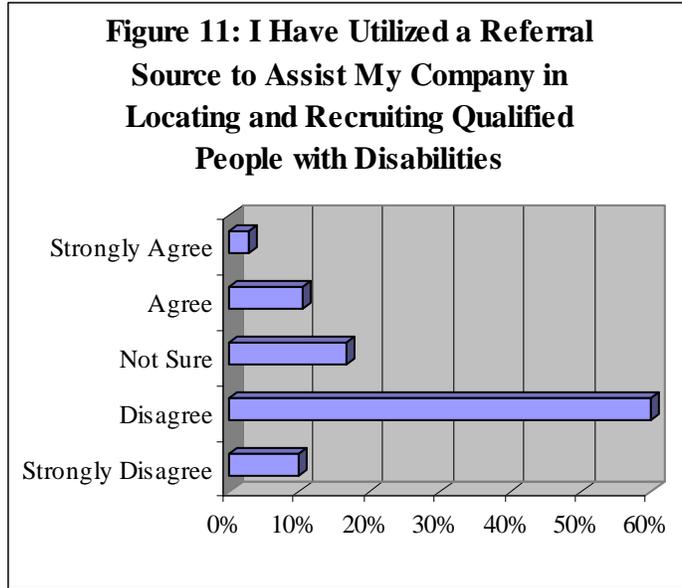
A total of 312 employers reported how much they agree or disagree with the statement “I would like to hire qualified individuals with disabilities, but I don’t know where to find them.” Of those, 12 respondents (3.8%) strongly agreed with the statement, 97 (31.1%) agreed, 96 (30.8%) were not sure, 89 (28.5%) disagreed, and 18 (5.8%) strongly disagreed with the statement. (See Table 10 and Figure 10.)

Table 10: I Would Like to Hire Qualified Individuals with Disabilities, but I Don't Know Where to Find Them		
	#	%
Strongly Agree	12	3.8%
Agree	97	31.1%
Not Sure	96	30.8%
Disagree	89	28.5%
Strongly Disagree	18	5.8%
Total	312	100%



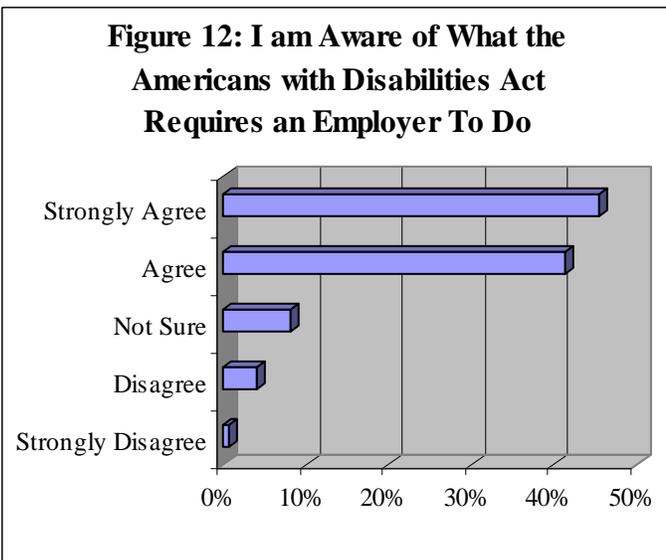
A total of 312 employers reported how much they agree or disagree with the statement “I have utilized a referral source to assist my organization in locating and recruiting qualified people with disabilities.” Of those, nine respondents (2.9%) strongly agreed with the statement, 33 (10.6%) agreed, 52 (16.7%) were not sure, 187 (59.9%) disagreed, and 31 (9.9%) strongly disagreed with the statement. (See Table 11 and Figure 11.)

Table 11: I Have Utilized a Referral Source to Assist My Organization in Locating and Recruiting Qualified People with Disabilities		
	#	%
Strongly Agree	9	2.9%
Agree	33	10.6%
Not Sure	52	16.7%
Disagree	187	59.9%
Strongly Disagree	31	9.9%
Total	312	100%



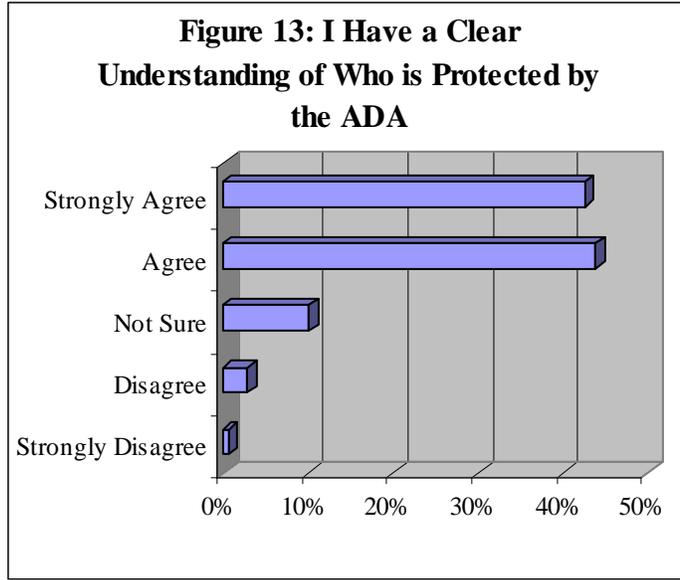
A total of 318 employers reported how much they agree or disagree with the statement “I am aware of what the Americans with Disabilities Act requires an employer to do.” Of those, 145 respondents (45.6%) strongly agreed with the statement, 132 (41.5%) agreed, 26 (8.2%) were not sure, 13 (4.1%) disagreed, and two (0.6%) strongly disagreed with the statement. (See Table 12 and Figure 12.)

Table 12: I am Aware of What the Americans with Disabilities Act Requires an Employer To Do		
	#	%
Strongly Agree	145	45.6%
Agree	132	41.5%
Not Sure	26	8.2%
Disagree	13	4.1%
Strongly Disagree	2	0.6%
Total	318	100%



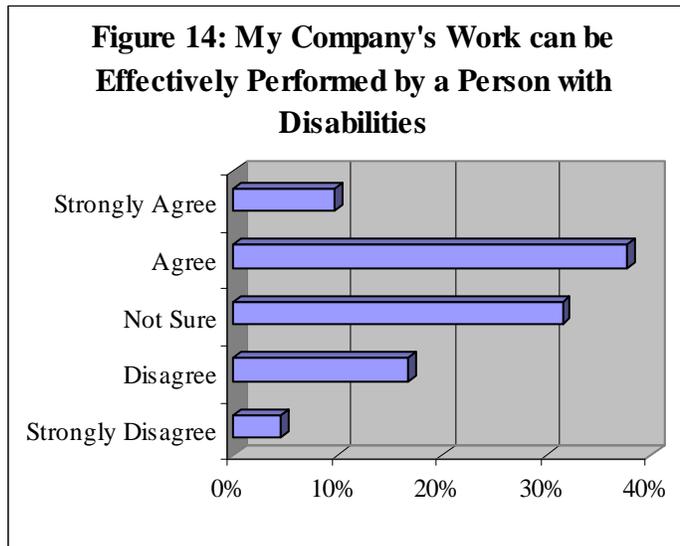
A total of 317 employers reported how much they agree or disagree with the statement “I have a clear understanding of who is protected by the Americans with Disabilities Act (ADA).” Of those, 135 respondents (42.6%) strongly agreed with the statement, 139 (43.8%) agreed, 32 (10.1%) were not sure, nine (2.8%) disagreed, and two (0.6%) strongly disagreed with the statement. (See Table 13 and Figure 13.)

Table 13: I Have a Clear Understanding of Who is Protected by the Americans with Disabilities Act (ADA)		
	#	%
Strongly Agree	135	42.6%
Agree	139	43.8%
Not Sure	32	10.1%
Disagree	9	2.8%
Strongly Disagree	2	0.6%
Total	317	100%



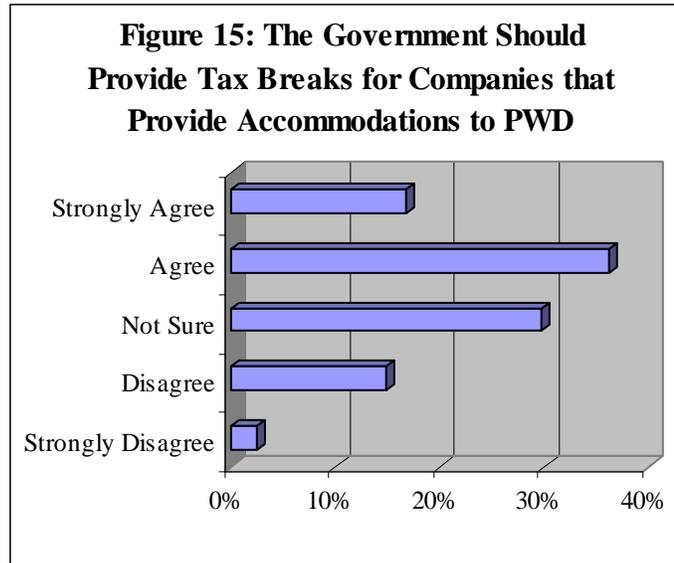
A total of 311 employers reported how much they agree or disagree with the statement “My organization’s work can be effectively performed by a person with disabilities.” Of those, 30 respondents (9.6%) strongly agreed with the statement, 117 (37.6%) agreed, 98 (31.5%) were not sure, 52 (16.7%) disagreed, and 14 (4.5%) strongly disagreed with the statement. (See Table 14 and Figure 14.)

Table 14: My Organization's Work can be Effectively Performed by a Person with Disabilities		
	#	%
Strongly Agree	30	9.6%
Agree	117	37.6%
Not Sure	98	31.5%
Disagree	52	16.7%
Strongly Disagree	14	4.5%
Total	311	100%



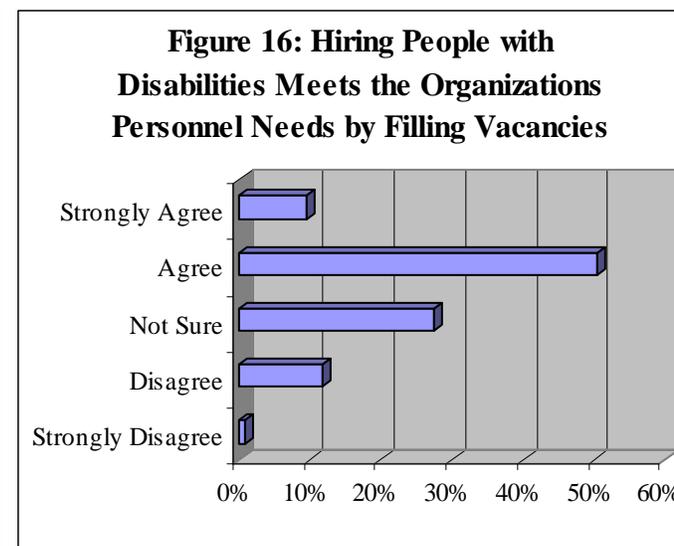
A total of 317 employers reported how much they agree or disagree with the statement “The government should provide tax breaks for companies that provide accommodations to people with disabilities.” Of those, 53 respondents (16.7%) strongly agreed with the statement, 115 (36.3%) agreed, 94 (29.7%) were not sure, 47 (14.8%) disagreed, and eight (2.5%) strongly disagreed with the statement. (See Table 15 and Figure 15.)

Table 15: The Government Should Provide Tax Breaks for Companies that Provide Accommodations to People with Disabilities		
	#	%
Strongly Agree	53	16.7%
Agree	115	36.3%
Not Sure	94	29.7%
Disagree	47	14.8%
Strongly Disagree	8	2.5%
Total	317	100%



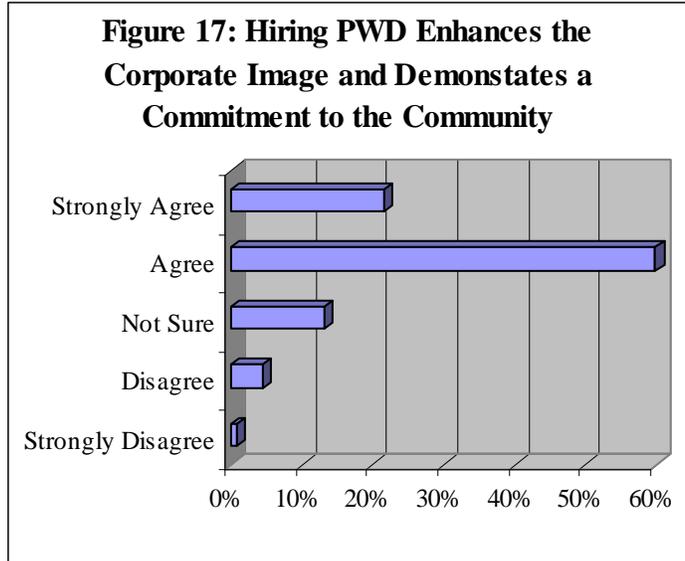
A total of 314 employers reported how much they agree or disagree with the statement “Hiring people with disabilities meets the organizations personnel needs by filling vacancies.” Of those, 30 respondents (9.6%) strongly agreed with the statement, 158 (50.3%) agreed, 86 (27.4%) were not sure, 37 (11.8%) disagreed, and three (1%) strongly disagreed with the statement. (See Table 16 and Figure 16.)

Table 16: Hiring People with Disabilities Meets the Organizations Personnel Needs by Filling Vacancies		
	#	%
Strongly Agree	30	9.6%
Agree	158	50.3%
Not Sure	86	27.4%
Disagree	37	11.8%
Strongly Disagree	3	1.0%
Total	314	100%



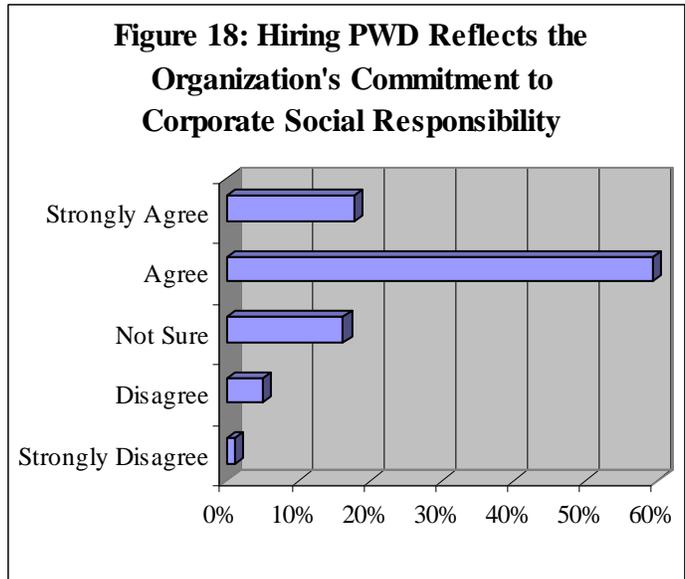
A total of 314 employers reported how much they agree or disagree with the statement “Hiring individuals with disabilities enhances the corporate image and demonstrates a commitment to the community.” Of those, 68 respondents (21.7%) strongly agreed with the statement, 188 (59.9%) agreed, 41 (13.1%) were not sure, 14 (4.5%) disagreed, and three (1%) strongly disagreed with the statement. (See Table 17 and Figure 17.)

Table 17: Hiring Individuals with Disabilities Enhances the Corporate Image and Demonstrates a Commitment to the Community		
	#	%
Strongly Agree	68	21.7%
Agree	188	59.9%
Not Sure	41	13.1%
Disagree	14	4.5%
Strongly Disagree	3	1.0%
Total	314	100%



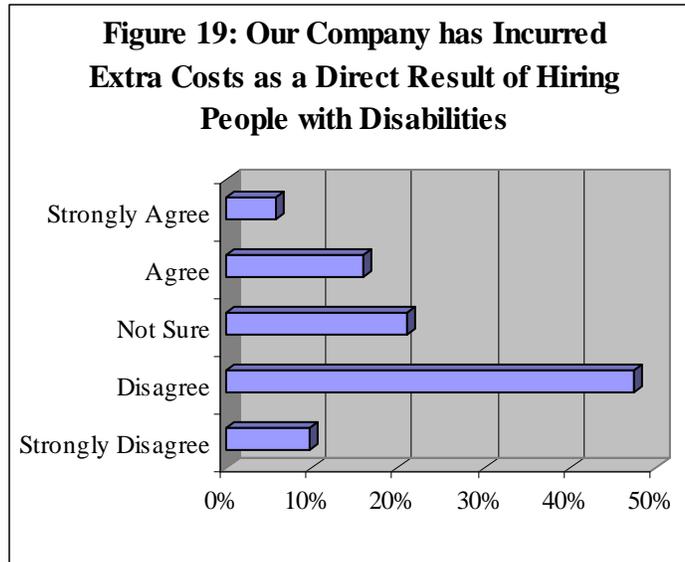
A total of 313 employers reported how much they agree or disagree with the statement “Hiring people with disabilities reflects the organization’s commitment to corporate social responsibilities.” Of those, 56 respondents (17.9%) strongly agreed with the statement, 186 (59.4%) agreed, 51 (16.3%) were not sure, 16 (5.1%) disagreed, and four (1.3%) strongly disagreed with the statement. (See Table 18 and Figure 18.)

Table 18: Hiring People with Disabilities Reflects the Organization's Commitment to Corporate Social Responsibility		
	#	%
Strongly Agree	56	17.9%
Agree	186	59.4%
Not Sure	51	16.3%
Disagree	16	5.1%
Strongly Disagree	4	1.3%
Total	313	100%



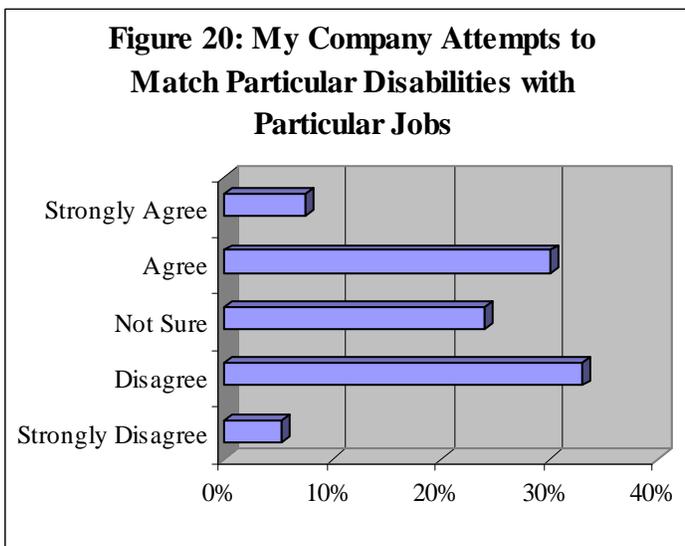
A total of 308 employers reported how much they agree or disagree with the statement “Our organization has incurred extra costs as a direct result of hiring people with disabilities.” Of those, 18 respondents (5.8%) strongly agreed with the statement, 49 (15.9%) agreed, 65 (21.1%) were not sure, 146 (47.4%) disagreed, and 30 (9.7%) strongly disagreed with the statement. (See Table 19 and Figure 19.)

Table 19: Our Organization has Incurred Extra Costs as a Direct Result of Hiring People with Disabilities		
	#	%
Strongly Agree	18	5.8%
Agree	49	15.9%
Not Sure	65	21.1%
Disagree	146	47.4%
Strongly Disagree	30	9.7%
Total	308	100%



A total of 303 employers reported how much they agree or disagree with the statement “My organization attempts to match particular disabilities with particular jobs.” Of those, 23 respondents (7.6%) strongly agreed with the statement, 91 (30%) agreed, 73 (24.1%) were not sure, 100 (33%) disagreed, and 16 (5.3%) strongly disagreed with the statement. (See Table 20 and Figure 20.)

Table 20: My Organization Attempts to Match Particular Disabilities with Particular Jobs		
	#	%
Strongly Agree	23	7.6%
Agree	91	30.0%
Not Sure	73	24.1%
Disagree	100	33.0%
Strongly Disagree	16	5.3%
Total	303	100%

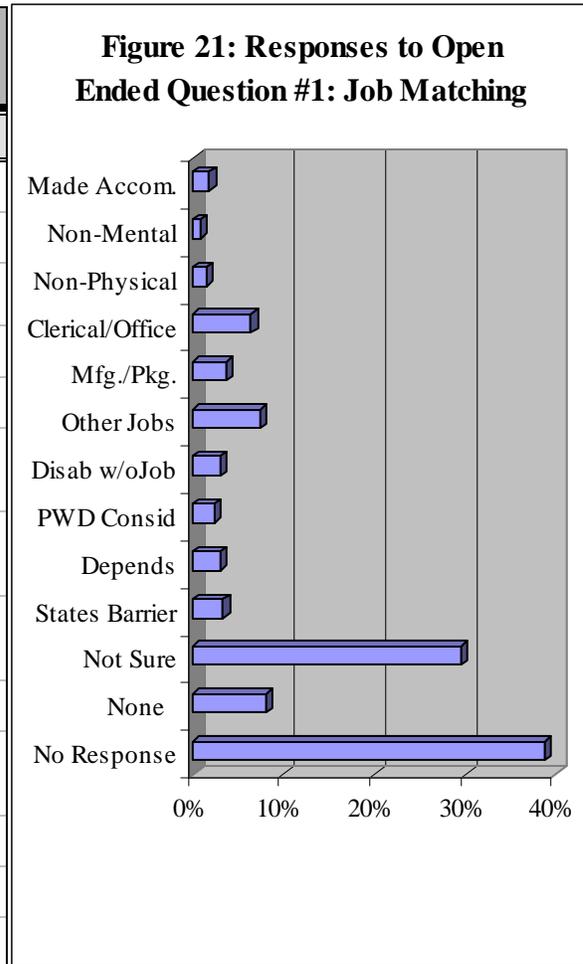


Responses to Section III: Open-Ended Questions

Section three of the survey consists of six open-ended questions. This section asks employers specific questions about job matching, how to make it easier to hire people with disabilities, and what employers see as disadvantages and advantages to hiring people with disabilities.

The first question in this section states, “If your organization has had to match particular disabilities with particular jobs, please list them below.” A large proportion of employers (38.8%) made no response. Ninety-six (29.5%) stated they were not sure and 26 (8%) responded that they have not had to job match. Other answers given were that the employer has made accommodations (1.8%), people with disabilities are considered for jobs (2.5%), matching depends on the disability (3.1%), or a statement that there is a barrier to hiring people with disabilities (3.4%). Employers stated they have matched people with disabilities with non-mentally demanding jobs* (0.9%), non-physically demanding jobs* (1.5%), clerical or office jobs* (6.5%), manufacturing or packaging jobs* (3.7%), other jobs matched* (7.4%), or other disability matched* (3.1%). (See Table 21 and Figure 21.) A complete list of the jobs and disabilities mentioned can be found in Appendix Four.

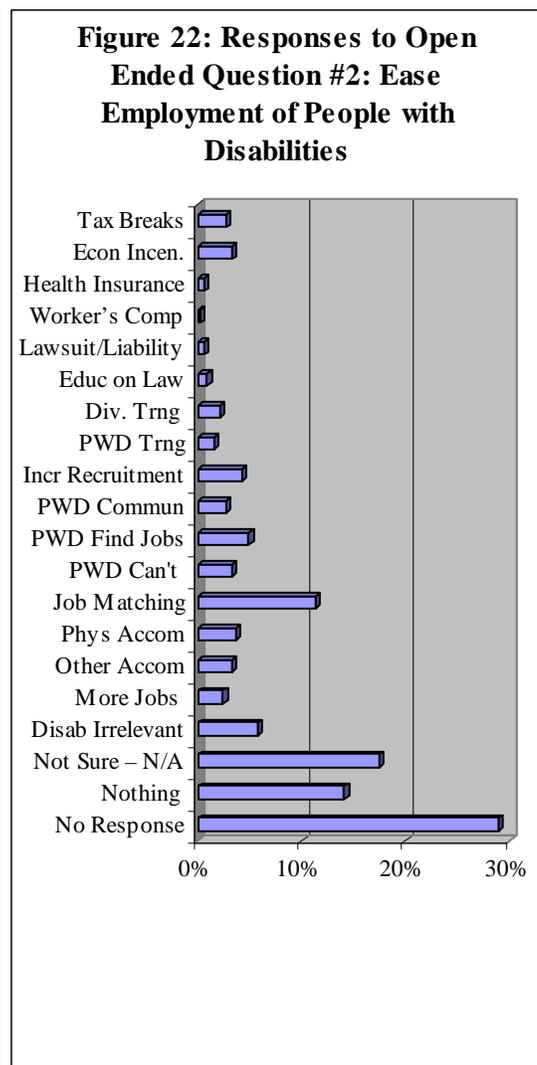
	N = 325	#	%
Have Made Accommodations		6	1.8%
Non-Mentally Demanding Jobs*		3	0.9%
Non-Physically Demanding Jobs*		5	1.5%
Clerical or Office Jobs*		21	6.5%
Manufacturing or Packaging Jobs*		12	3.7%
Other Jobs Matched Without Disability Listed*		24	7.4%
Other Disability Matched Without Job Listed*		10	3.1%
People with Disabilities are Considered for Jobs		8	2.5%
Depends on the Disability		10	3.1%
States a Barrier to Hiring People with Disabilities		11	3.4%
Not Sure		96	29.5%
None		26	8.0%
No Response		126	38.8%



*Survey responses mentioned specific disability &/or job matched (listed in Appendix).

The second open-ended question asks, “What could be done to make it easier for you to employ people with disabilities?” Employers offered many ideas in their responses to this question. Many responses referred to more money and legal issues, such as tax breaks or incentives (2.8%), economic incentives (3.4%), assistance with health insurance (0.6%), relief for Worker’s Compensation issues (0.3%), relief of risk of lawsuit or liability (0.6%), and education on hiring requirements of the law (0.9%). A number of employers referred to training and education in their responses, such as diversity and sensitivity training for their workforce (2.2%), specific training for people with disabilities (1.5%), and education on how people with disabilities can better communicate their skills and limitations (2.8%). Respondents also stated that employers need to increase their recruitment efforts (4.3%) and that people with disabilities need more initiative to find job opportunities (4.9%). Some respondents stated that people with disabilities can not perform the jobs that they have to offer (3.4%). Other ideas to assist employers in hiring people with disabilities given were job matching services (11.4%), making physical accommodations (3.7%), making other accommodations (3.4%), and having more job availability (2.5%). The remaining employers stated that disability is irrelevant (5.8%), they were not sure or felt the question was not applicable (17.5%), they felt that nothing could be done (14.2%), or gave no response (28.9%). (See Table 22 and Figure 22.)

Table 22: Responses to Open Ended Question #2: How to Ease the Employment of PWD			
	N = 325	#	%
Tax Breaks/Incentives		9	2.8%
Economic Incentives		11	3.4%
Assistance with Health Insurance		2	0.6%
Relief for Worker’s Compensation		1	0.3%
Relief of Risk of Lawsuit/Liability		2	0.6%
Education on the Requirements of the Law		3	0.9%
Diversity Training for Workforce		7	2.2%
PWD Need Specific Training		5	1.5%
Employers to Increase Recruitment Efforts		14	4.3%
Educate PWD to Communicate Abilities		9	2.8%
Initiative of PWD to Find Jobs		16	4.9%
PWD Cannot Perform Job Function		11	3.4%
Job Matching Services		37	11.4%
Make Physical Accommodations		12	3.7%
Make Other Accommodations		11	3.4%
More Job Availability		8	2.5%
Disability is Irrelevant		19	5.8%
Not Sure – N/A		57	17.5%
Nothing		46	14.2%
No Response		94	28.9%

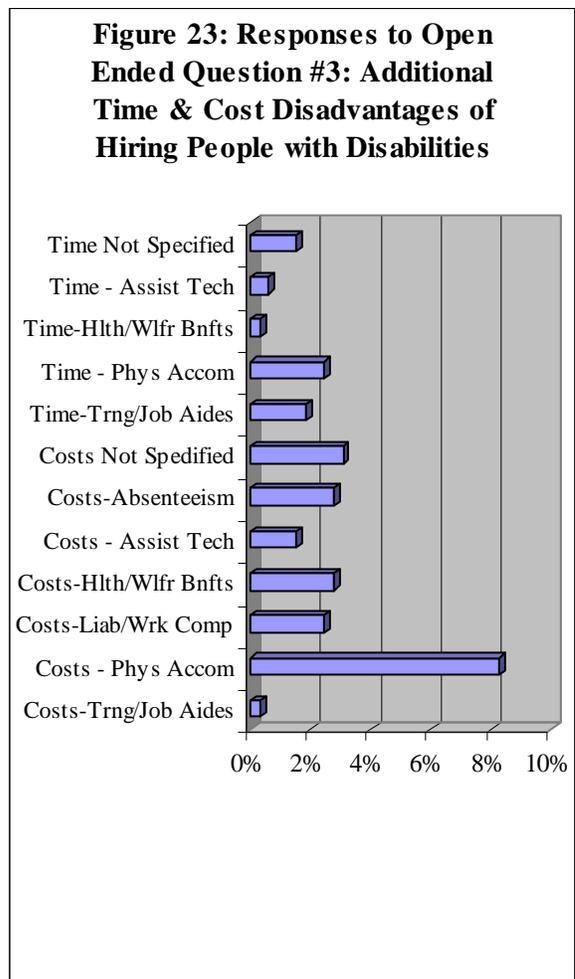


In question three, employers were asked, “What do you see as the disadvantages of hiring people with disabilities?” Due to the large number of responses relating to additional time and additional costs, the responses to open-ended question three have been broken-up into two tables and two figures. (See Table 23 and Figure 23, Table 24 and Figure 24.)

The first section of the responses to question three are related to additional time and additional costs as disadvantages of hiring people with disabilities. Additional time was stated by some respondents as a component of disadvantages. For example, additional time not specified (1.5%), due to assistive technology (0.6%), due to healthcare or welfare benefits (0.3%), due to physical accommodations (2.5%), or due to training or job aides (1.8%), were among the ways that employers stated additional time as disadvantages to hiring people with disabilities. (See Table 23 and Figure 23.)

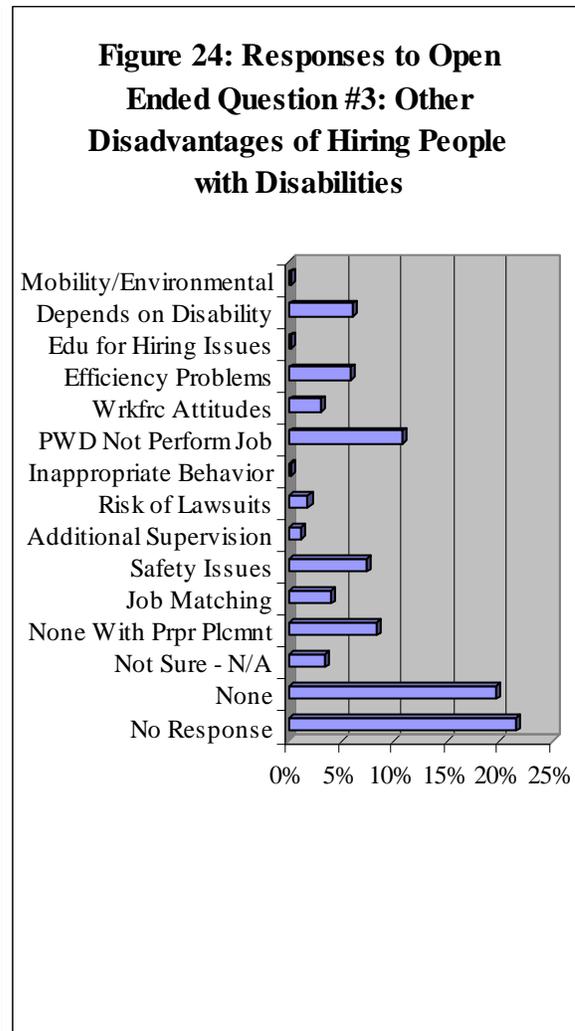
Employers also stated additional costs as a component of disadvantages to hiring people with disabilities. Additional costs not specified (3.1%), due to absenteeism (2.8%), due to assistive technology (1.5%), due to healthcare or welfare benefits (2.8%), due to liability or worker’s compensation (2.5%), due to physical accommodations (8.3%), or due to training or job aides (0.3%) are some of the stated components. (See Table 23 and Figure 23.)

Table 23: Responses to Open Ended Question #3: Disadvantages of Hiring People with Disabilities Related to Additional Time & Cost			
	N = 325	#	%
Additional Time Not Specified		5	1.5%
Additional Time - Assistive Tech		2	0.6%
Additional Time - Healthcare/ Welfare Benefits		1	0.3%
Additional Time – Physical Accommodations		8	2.5%
Additional Time - Training/Job Aides		6	1.8%
Additional Costs Not Specified		10	3.1%
Additional Costs – Absenteeism		9	2.8%
Additional Costs – Assistive Tech		5	1.5%
Additional Costs - Healthcare/ Welfare Benefits		9	2.8%
Additional Costs - Liability/ Worker’s Compensation		8	2.5%
Additional Costs – Physical Accommodations		27	8.3%
Additional Costs - Training/Job Aides		1	0.3%



This second section for open-ended question three refers to other disadvantages stated by respondents. Other disadvantages stated were mobility or environment (0.3%), depends on the disability (6.2%), access to education for hiring issues (0.3%), efficiency problems (5.8%), other employees' attitudes toward people with disabilities (3.1%), belief that job cannot be performed by people with disabilities (10.8%), inappropriate behavior (0.3%), risk of lawsuits (1.8%), additional supervision (1.2%), safety issues (7.4%), ability to job match (4%), no disadvantages with proper placement (8.3%), not sure or not applicable (3.4%), or none (19.7%). Seventy (21.5%) respondents did not respond to this question. (See Table 24 and Figure 24.)

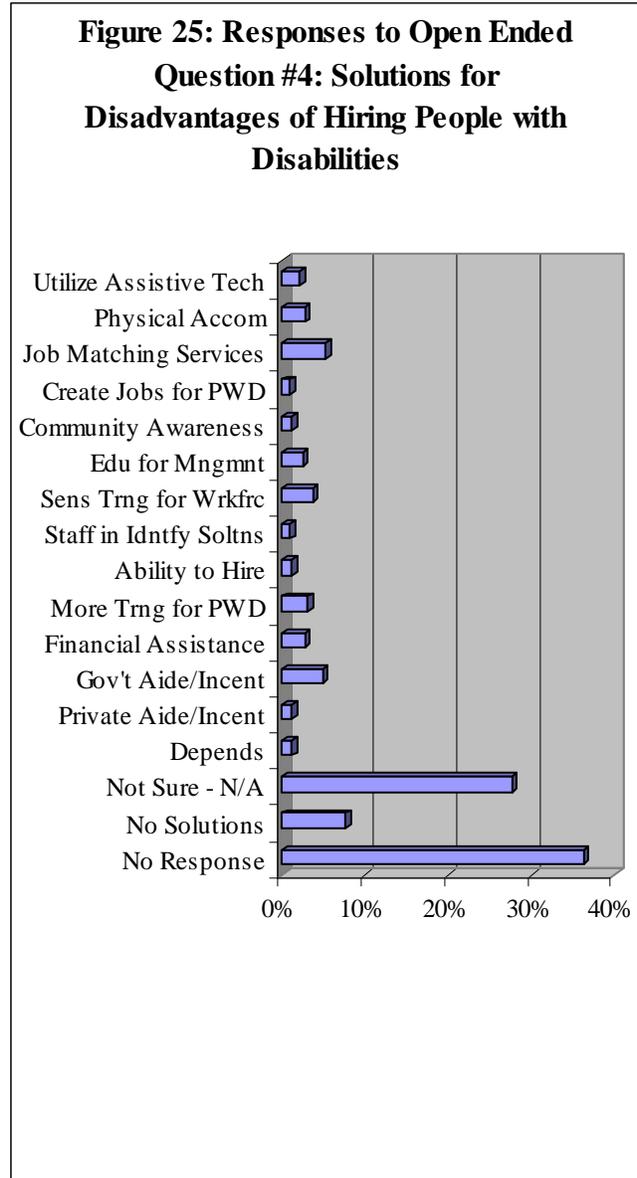
Table 24: Responses to Open Ended Question #3: Other Disadvantages of Hiring People with Disabilities			
	N = 325	#	%
Mobility/Environment Issues		13	0.3%
Depends on Disability		20	6.2%
Access to Education for Hiring Issues		1	0.3%
Efficiency Problems		19	5.8%
Other Employees' Attitudes Toward People with Disabilities		10	3.1%
Belief Job Cannot be Performed by Persons with Disabilities		35	10.8%
Inappropriate Behavior		1	0.3%
Risk of Lawsuits		6	1.8%
Require Additional Supervision		4	1.2%
Safety Issues		24	7.4%
Ability to Match People with Disabilities to Current Jobs		13	4.0%
None with Proper Placement		27	8.3%
Not Sure - N/A		11	3.4%
None		64	19.7%
No Response		70	21.5%



The fourth open-ended question asks, "What do you see as the solutions to solving these disadvantages?" Some solutions given in responses are to utilize assistive technology (2.2%), to make physical accommodations (2.8%), to utilize job matching services (5.2%), or to create jobs for people with disabilities (0.9%). Some employers responded with solutions that are wider in scope. For example, four (1.2%) respondents stated community awareness, eight (2.5%) stated management education, twelve (3.7%) stated sensitivity training and education for the workforce, and twelve (3.7%) stated involving staff in identifying solutions to disadvantages of

hiring people with disabilities. Other employers stated having an ability to hire more people (1.2%), more training for people with disabilities (3.1%), financial assistance (2.8%), government aid or other incentives (4.9%), and private aid or other incentives (1.2%) as possible solutions. Four employers (1.2%) stated that solutions depend on the disability, 27.7% stated that they were unsure or the question was non-applicable, 25 (7.7%) stated that there are no solutions, and 36.3% did not respond to this question. (See Table 25 and Figure 25.)

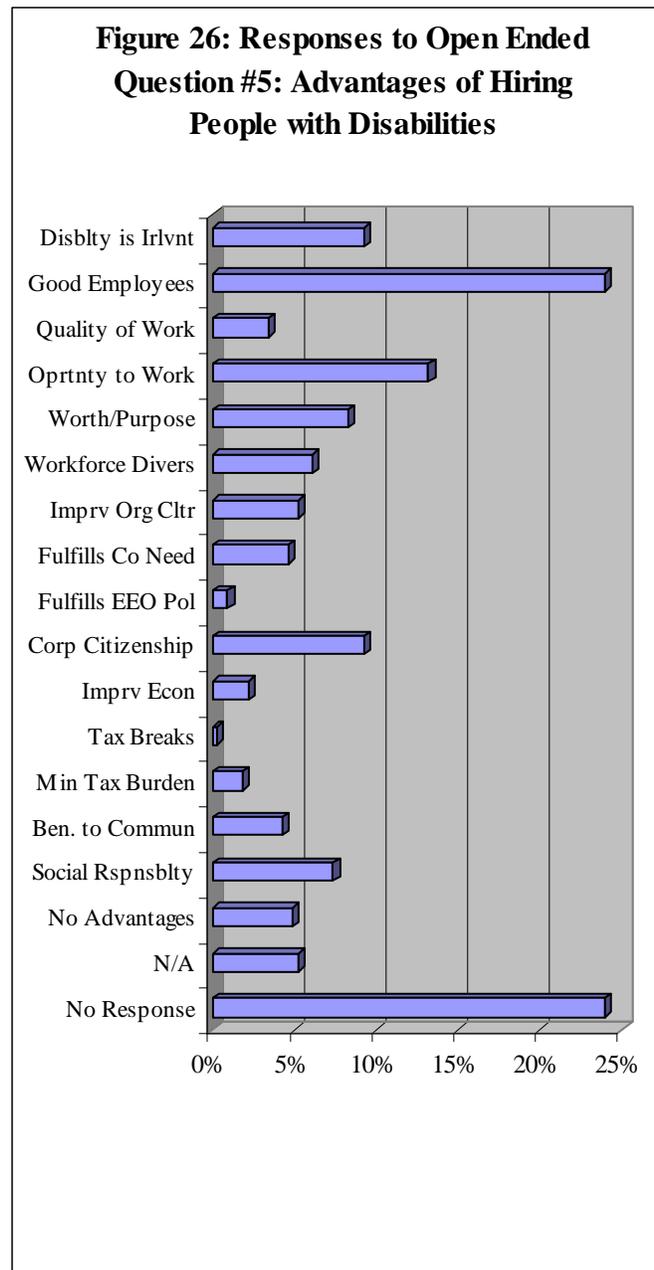
Table 25: Responses to Open Ended Question #4: Solutions to Disadvantages of Hiring People with Disabilities			
	N = 325	#	%
Utilize Assistive Technology		7	2.2%
Make Physical Accommodations		9	2.8%
Job Matching Services		17	5.2%
Create Jobs for People with Disabilities		3	0.9%
Community Awareness		4	1.2%
Education for Management		8	2.5%
Sensitivity Training/Education for Workforce		12	3.7%
Involve Staff in Identifying Solutions		3	0.9%
Ability to Hire More People		4	1.2%
More Training for People with Disabilities		10	3.1%
Financial Assistance		9	2.8%
Government Aide/Incentives		16	4.9%
Private Aide/Incentives		4	1.2%
Depends		4	1.2%
Not Sure – N/A		90	27.7%
No Solutions		25	7.7%
No Response		118	36.3%



Question five in section three of the survey asks employers, “What do you see as the advantages of hiring workers with disabilities?” Of the 325 respondents, 24% did not respond to this question. Thirty (9.2%) respondents stated that disability is irrelevant, and 24% stated that persons with disabilities are good workers or that they produce good quality work (3.4%).

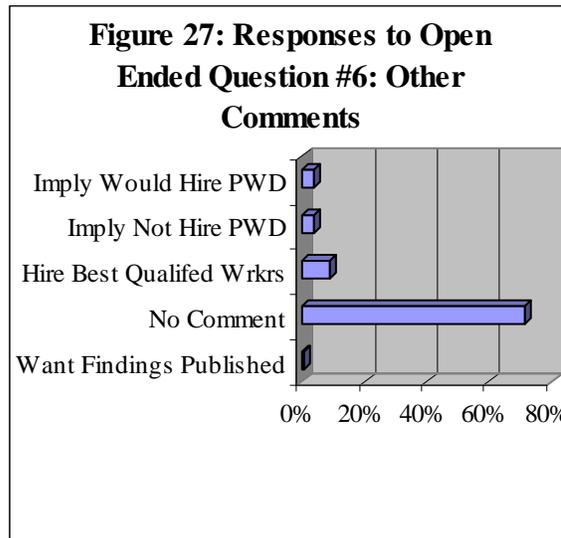
Respondents also listed advantages such as: gives people with disabilities an opportunity to work (13.2%), gives that person worth and purpose in society (8.3%), improves the organization's workforce diversity (6.2%), improves the organizational culture (5.2%), fulfills a organization need (4.6%), fulfills EEO policy (0.9%), displays corporate citizenship (9.2%), and improves the economy (2.2%). Though 4.9% of respondents state that there was no advantage to hiring people with disabilities and 5.2% stated that it was non-applicable to their organization, 4.3% stated a benefit to the community and 7.4% stated it was a social responsibility. The remaining 2.1% of respondents stated that the advantage to hiring people with disabilities was tax breaks (0.3%) or to minimize tax burden (1.8%). (See Table 26 and Figure 26.)

Table 26: Responses to Open Ended Question #5: Advantages of Hiring People with Disabilities			
	N = 325	#	%
Disability is Irrelevant	30	9.2%	
People with Disabilities are Good Employees	78	24.0%	
Quality of Work	11	3.4%	
Gives People with Disabilities an Opportunity to Work	43	13.2%	
Gives People with Disabilities Worth & Purpose in Society	27	8.3%	
Improves Workforce Diversity	20	6.2%	
Improves the Organizational Culture	17	5.2%	
Fulfills a Organization Need	15	4.6%	
Fulfills EEO Policy	3	0.9%	
Corporate Citizenship	30	9.2%	
Improves the Economy	7	2.2%	
Tax Breaks	1	0.3%	
Minimize Tax Burden	6	1.8%	
Benefit to the Community	14	4.3%	
Social Responsibility	24	7.4%	
There is No Advantage for the Employer	16	4.9%	
N/A	17	5.2%	
No Response	78	24.0%	



The final question in the open-ended questions section is, “do you have any other comments you’d like to make?” The responses given to this question implied that the organization would hire people with disabilities (3.7%), implied that the organization does not desire to hire people with disabilities (4%), that the organization hires the best qualified worker regardless of disability (8.9%), three (0.9%) companies would like the findings published, and the remaining 71.4% of employers did not have any further comments. (See Table 27 and Figure 27.)

Table 27: Responses to Open Ended Question #6: Other Comments			
	N = 325	#	%
Responses Imply Organization Would Hire People with Disabilities		12	3.7%
Responses Imply Organization Does Not Desire to Hire People with Disabilities		13	4.0%
Hire the Best Qualified Workers		29	8.9%
No Comment		232	71.4%
Want Findings Published		3	0.9%



Analysis of Relationships Among Items on the Survey

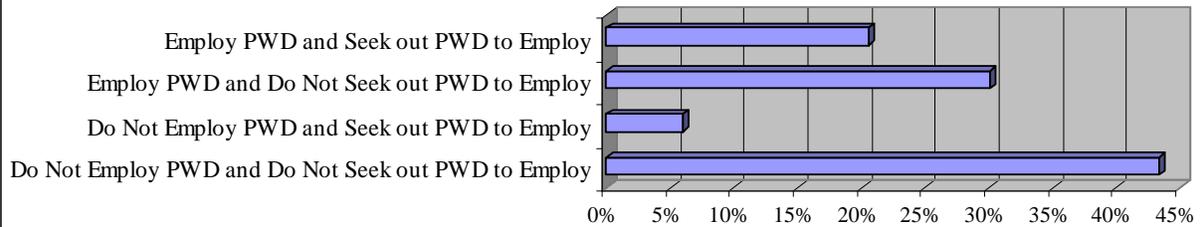
The fourth part of the findings analyzes relationships among responses to questions on the survey. Three major themes of relationships were found. The first has to do with employment of persons with disabilities (PWD) and how the employer identifies qualified persons with disabilities to employ. The second is the relationship between employment of persons with disabilities and employers’ knowledge of the Americans with Disabilities Act (ADA). The final theme found describes influences in hiring persons with disabilities among employers surveyed.

Identification of Persons with Disabilities to Employ

A chi-square analysis shows that there is a relationship between whether or not employers currently employ a person or persons with disabilities and whether or not companies seek out people with disabilities to employ. Employers who state that they employ people with disabilities are more likely than expected to agree that they seek out persons with disabilities to employ (n=48). This relationship accounts for 20.6% of employers and 40.7% of those who employ persons with disabilities. This relationship is highly statistically significant (chi-square=24.23, df=1, p=0.000). (See Table 28 and Figure 28.)

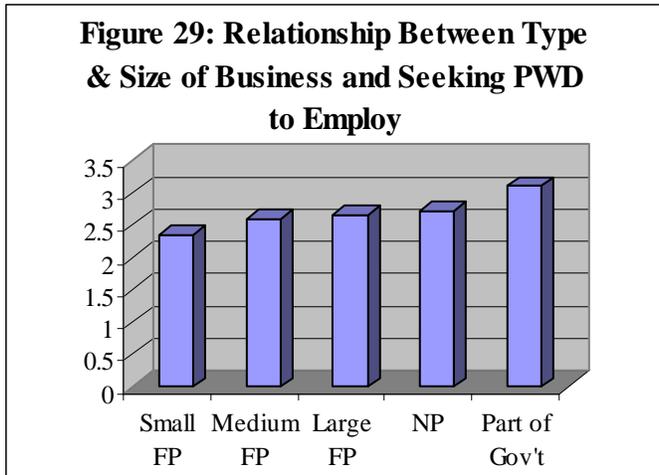
Table 28: Relationship Between Employing Persons with Disabilities and Seeking out Persons with Disabilities to Employ						
	Employ PWD		Do Not Employ PWD		Total	
	#	%	#	%	#	%
Seek out PWD						
Actual	48	20.6%	14	6.0%	62	26.6%
Expected	31.4		30.6			
Do Not Seek out PWD						
Actual	70	30.0%	101	43.3%	171	73.4%
Expected	86.6		84.4			
Total	118	50.6%	115	49.4%	233	100.0%

Figure 28: Relationship Between Employing PWD and Seeking out PWD to Employ



The five categories of employers (Small For-Profit, Medium For-Profit, Large For-Profit, Non-Profit, and Government) were compared against the employers' responses to whether or not they seek out persons with disabilities to employ. This analysis was conducted using a One-Way ANOVA comparison of means. The analysis shows that there is a significant difference between likelihood of a organization to seek out persons with disabilities to employ as reported by type and size of organization ($F=6.34$, $df=4$, $p=0.000$). On a scale of one to five, with five meaning that the respondent agrees that their organization seeks out persons with disabilities to employ, government agencies are the most likely to agree, and small for-profits are the least likely to agree. Government agencies (mean=3.1, $n=69$, $SD=1.06$) are more likely to seek out persons with disabilities to employ than small for-profit businesses (mean=2.35, $n=77$, $SD=0.76$) with a mean difference of 0.75 ($p=0.000$). Agencies that are part of government were also more likely to seek out persons with disabilities to employ than medium for-profit businesses (mean=2.59, $n=82$, $SD=0.74$) with a mean difference of 0.52 ($p=0.006$). (See Table 29 and Figure 29.)

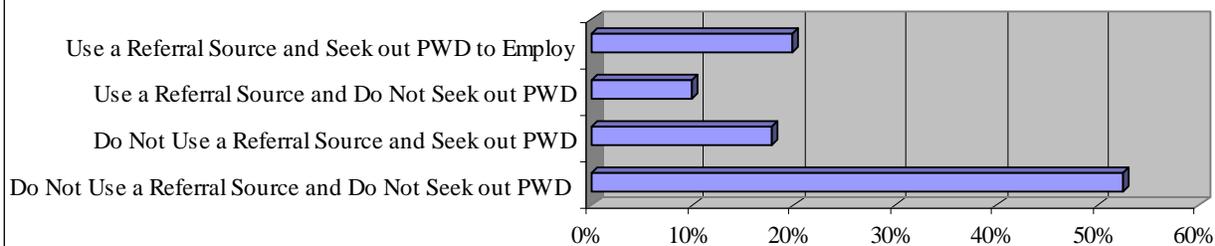
Table 29: Relationship Between Type & Size of Business and Seeking out PWD to Employ			
	Mean	N	SD
Small For-Profit	2.35	77	0.76
Medium For-Profit	2.59	82	0.74
Large For-Profit	2.66	50	1.00
Non-Profit	2.72	39	1.15
Part of Government	3.10	69	1.06



Further analysis was conducted to determine how employers identified persons with disabilities for employment. For purposes of this analysis, only those employers who stated that they currently employ a person with a disability are included. A chi-square analysis shows that there is a relationship between whether or not companies seek out persons with disabilities to employ and the utilization of a referral source to assist in locating and recruiting qualified persons with disabilities. Therefore, 19.8% of employers that employ a person with a disability are more likely than expected to agree that they seek out persons with disabilities to employ and that they have utilized a referral source to assist their organization in locating and recruiting qualified persons with disabilities. This relationship is highly statistically significant (chi-square=15.34, df=1, p=0.000). (See Table 30 and Figure 30.)

Table 30: Relationship Between Using a Referral Source to Identify PWD and Seeking out PWD to Employ for Only Those Who Employ PWD						
	Use a Referral Source		Do Not Use a Referral Source		Total	
	#	%	#	%	#	%
Seek out PWD						
Actual	20	19.8%	18	17.8%	38	37.6%
Expected	11.3		26.7			
Do Not Seek out PWD						
Actual	10	9.9%	53	52.5%	63	62.4%
Expected	18.7		44.3			
Total	30	29.7%	71	70.3%	101	100.0%

Figure 30: Relationship Between Using a Referral Source to Identify PWD and Seeking out PWD to Employ for Only Those Who Employ PWD

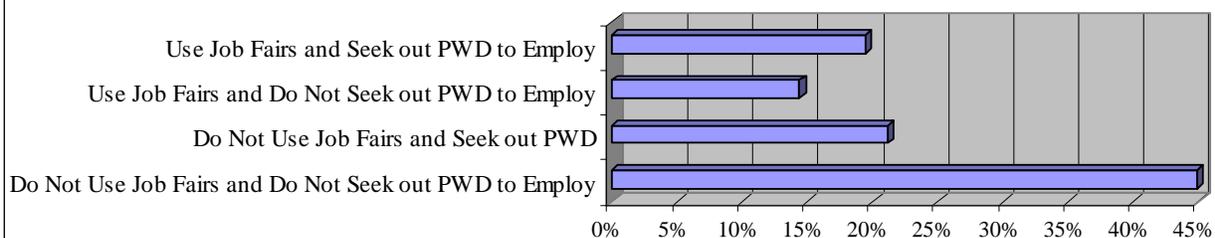


A second chi-square analysis shows that there is a relationship between the use of job fairs as a recruitment method and whether or not companies seek out persons with disabilities to employ. For purposes of this analysis, only those employers who stated that they currently employ a person with a disability are included. Therefore, 19.5% of employers that employ a person with a disability are more likely than expected to seek out persons with disabilities to employ and utilize job fairs as a recruitment method. This relationship is highly statistically significant (chi-square=13.45, df=1, p=0.000). (See Table 32 and Figure 32.)

Table 31: Relationship Between Using Job Fairs as a Recruitment Method and Seeking out People with Disabilities to Employ for Only Those who Employ PWD

	Uses Job Fairs		Does Not Use Job Fairs		Total	
	#	%	#	%	#	%
Seek out PWD						
Actual	23	19.5%	25	21.2%	48	40.7%
Expected	16.3		31.7			
Do Not Seek out PWD						
Actual	17	14.4%	53	44.9%	70	59.3%
Expected	23.7		46.3			
Total	40	33.9%	78	66.1%	118	100.0%

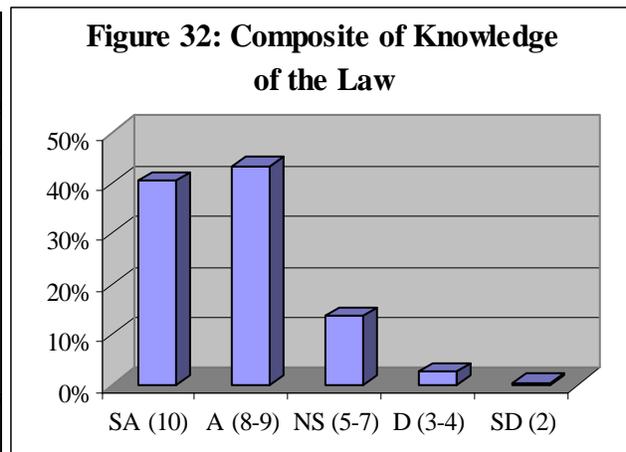
Figure 31: Relationship Between Using Job Fairs as a Recruitment Method and Seeking out PWD to Employ For Only Those Who Employ PWD



Knowledge of the Law

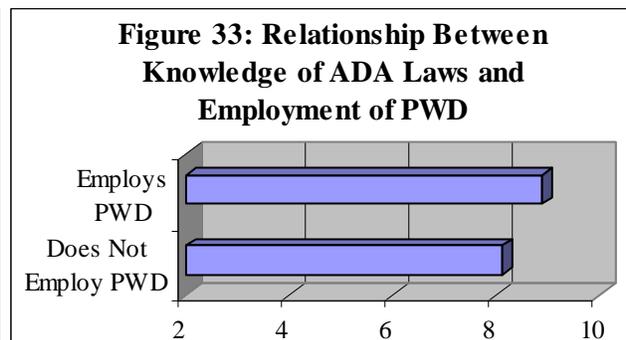
The composite of Knowledge of the Law was created using two questions from the survey. The two statements used were: “I am aware of what the Americans with Disabilities Act requires an employer to do.” and “I have a clear understanding of who is protected by the Americans with Disabilities Act.” To create the composite, each employer’s responses to the two questions were added together. Persons who did not respond to both questions were removed from the analysis. Potential responses to this composite measure range from 2 (meaning strongly disagree with understanding of both components of the ADA) to 10 (meaning strongly agree with understanding both components of the ADA). This measure is 88.4% reliable. The composite analysis found that of the 317 employers that responded to this survey question, 128 employers (40.4%) strongly agreed to both statements, 137 (43.2%) agreed with the statements, 43 (13.6%) were not sure, eight (2.5%) disagreed with the statements, and one (0.3%) of respondents strongly disagreed that they are aware of what the ADA requires an employer to do and they have a clear understanding of who is protected by the ADA. (See Table 32 and Figure 32.)

	#	%
Strongly Agree (10)	128	40.4%
Agree (8-9)	137	43.2%
Not Sure (5-7)	43	13.6%
Disagree (3-4)	8	2.5%
Strongly Disagree (2)	1	0.3%
Total	317	100%



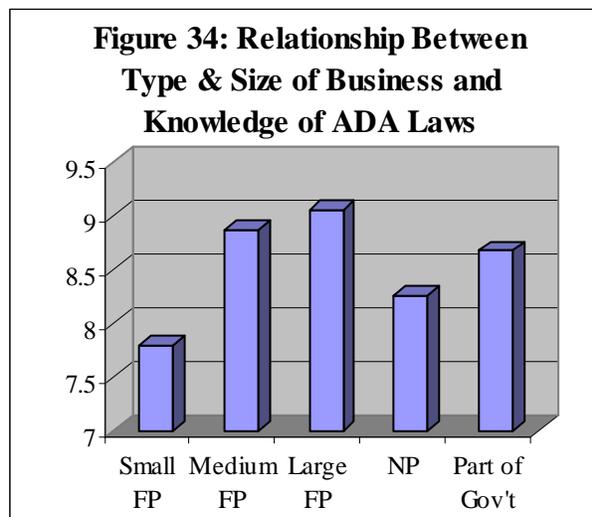
An independent samples t-test indicates that there is a significant difference in the mean response to the composite of the employer’s knowledge of the ADA law for those who do employ people with disabilities and those who do not employ people with disabilities. Employers that state that they employ a person with a disability are more likely to be aware of employer requirements of the ADA and have a clear understanding of who is protected by the ADA than employers that do not employ a person with a disability ($t=-4.6$, $df=311$, $p=0.000$). (See Table 33 and Figure 33.)

	Mean	N	SD
Employs PWD	8.91	156	1.41
Does Not Employ PWD	8.13	157	1.58



Again, due to the large number of for-profit businesses among the respondents, this type of business was broken down further into small, medium, and large for-profit businesses. The five categories of employers were then compared against the employers' composite of their knowledge of the law using a One-Way ANOVA comparison of means. This analysis shows that there is a significant difference between knowledge of the ADA as reported by type and size of the organization ($F=7.84$, $df=4$, $p=0.000$). Overall, large for-profits are the most likely to agree that they understand the law and small for-profits are the least likely to agree that they understand the law. Medium for-profit businesses (mean=8.87, $n=83$, $SD=1.08$) have a significantly better understanding of the ADA than small for-profit businesses (mean=7.8, $n=76$, $SD=1.95$) with a mean difference of 1.06 ($p=0.000$). Large for-profits (mean=9.06, $n=50$, $SD=1.28$) and government agencies (mean=8.68, $n=69$, $SD=1.3$) also have a significantly better understanding of the ADA than small for-profit businesses ($p=0.000$ and $p=0.004$, respectively). The difference in knowledge of the ADA from small for-profit businesses may be due to the difference in law requirements for small businesses. (See Table 36 and Figure 36.)

	Mean	N	SD
Small For-Profit	7.80	76	1.95
Medium For-Profit	8.87	83	1.08
Large For-Profit	9.06	50	1.28
Non-Profit	8.26	39	1.63
Part of Government	8.68	69	1.30



Influences on Hiring People with Disabilities

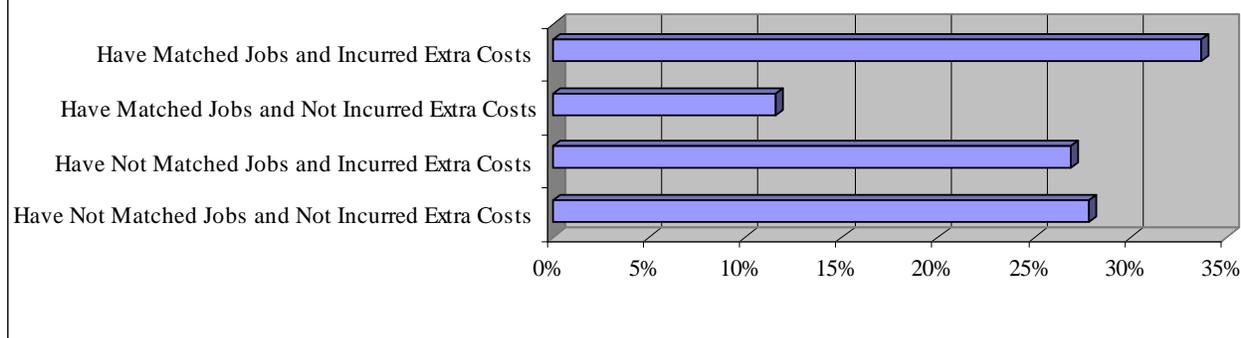
Three relationships among survey items were found that provide insight into factors which might influence hiring decisions regarding persons with disabilities. These three relationships are: extra costs that occur when employers match jobs with disabilities, benefits to the organization, and the belief that the job cannot be performed by a person with a disability.

A chi-square analysis shows that there is a relationship between whether or not the employer attempted to match particular disabilities with particular jobs and whether or not the employer incurred extra costs as a direct result of hiring people with disabilities. For purposes of this analysis, only those employers who stated that they currently employ a person with a disability are included. Therefore, 33.7% of employers who employ persons with disabilities are more likely to agree that they incur extra costs as a direct result of hiring persons with disabilities and agree that they have matched persons with disabilities with particular jobs. This relationship is highly statistically significant ($\chi^2=6.93$, $df=1$, $p=0.008$). (See Table 35 and Figure 35.)

Table 35: Relationship Between Extra Costs Incurred and Job Matching for Those Who Employ PWD

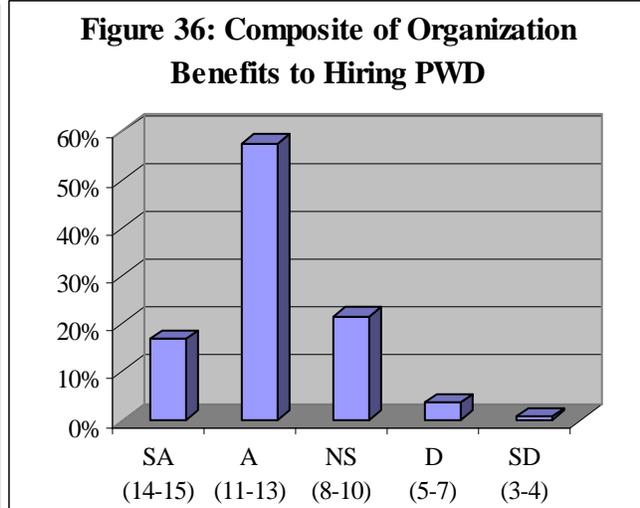
	Have Matched Jobs		Have Not Matched Jobs		Total	
	#	%	#	%	#	%
Extra Costs Incurred						
Actual	35	33.7%	28	26.9%	63	60.6%
Expected	28.5		34.5			
No Extra Costs Incurred						
Actual	12	11.5%	29	27.9%	41	39.4%
Expected	18.5		22.5			
Total	47	45.2%	57	54.8%	104	100.0%

Figure 35: Relationship Between Extra Costs Incurred and Job Matching for Those Who Employ PWD



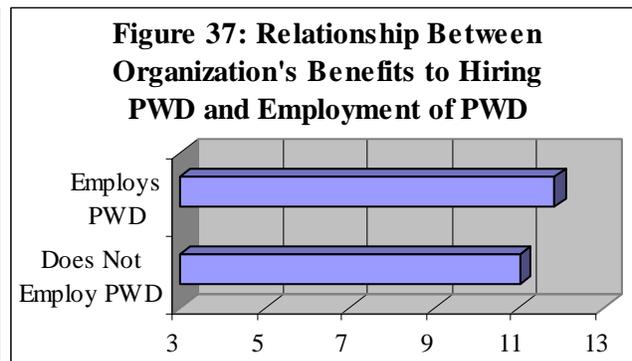
A composite of organization benefits to hiring persons with disabilities was created using the three statements: “Hiring people with disabilities meets the organizations personnel needs by filling vacancies”, “Hiring individuals with disabilities enhances the corporate image and demonstrates a commitment to the community”, and “Hiring people with disabilities reflects the organization’s commitment to corporate social responsibilities.” To create the composite, each employer’s responses to the three questions were added together. Employers that did not respond to all three questions were removed from the analysis. Potential responses to this composite measure range from 3 (meaning strongly disagree that hiring persons with disabilities provides benefits to the organization) to 15 (meaning strongly agree that hiring persons with disabilities provides benefits to the organization). This measure is 77.5% reliable. The composite analysis found that of the 310 employers that responded to these survey questions, 52 employers (16.8%) strongly agree with the statements, 178 (57.4%) agree with the statements, 67 (21.6%) are not sure, 11 (3.5%) disagree with the statements, and two respondents (0.6%) strongly disagree that hiring persons with disabilities meets the organizations personnel needs by filling vacancies, enhances the corporate image and demonstrates a commitment to the community and that hiring people with disabilities reflects the organization’s commitment to corporate social responsibility. (See Table 36 and Figure 36.)

Table 36: Composite of Organization Benefits to Hiring PWD		
	#	%
Strongly Agree (14-15)	52	16.8%
Agree (11-13)	178	57.4%
Not Sure (8-10)	67	21.6%
Disagree (6-7)	11	3.5%
Strongly Disagree (3-4)	2	0.6%
Total	310	100%



An independent samples t-test indicates that there is a significant difference in the mean response to the composite of belief that hiring people with disabilities provides a benefit to the organization for those who do employ persons with disabilities and those who do not employ persons with disabilities. Employers who currently hire a person with a disability are more likely to state that hiring persons with disabilities provides a benefit to the organization (mean=11.86, n=151, SD=2.05) than employers that do not currently employ persons with disabilities (mean=11.02, n=155, SD=1.91). This difference is statistically significant ($t=-3.71$, $df=304$, $p=0.000$). (See Table 37 and Figure 37.)

Table 37: Relationship Between Organization's Benefits to Hiring PWD and Employment of PWD			
	Mean	N	SD
Employs PWD	11.86	151	2.05
Does Not Employ PWD	11.02	155	1.91

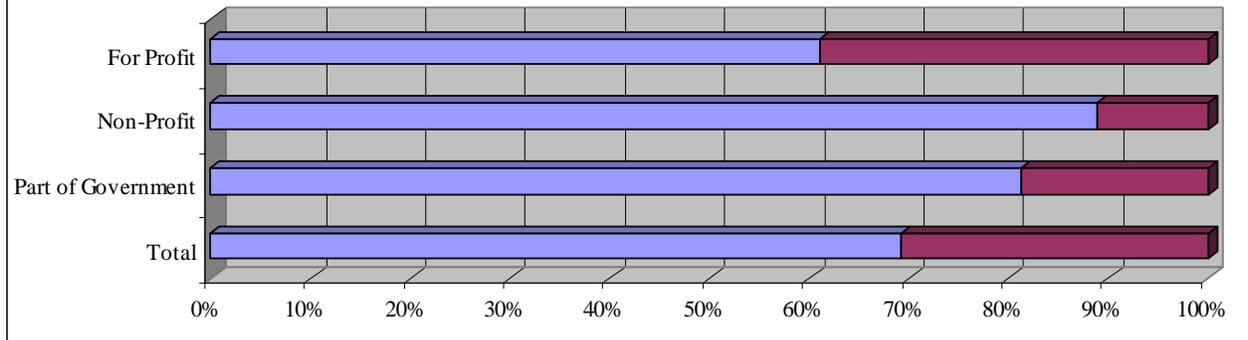


A chi-square analysis indicates that there is a relationship between organization type (for-profit, non-profit, part of government) and whether or not respondents believe that their organization's work can be effectively performed by a person with disabilities. For-profit organizations are more likely than expected to disagree that their organization's work can be effectively performed by persons with disabilities (38.8% of for-profits). Government agencies and non-profit organizations are more likely to agree that their organization's work can be effectively performed by persons with disabilities (88.9% and 81.3%, respectively). This relationship is highly statistically significant (chi-square=12.4, $df=2$, $p=0.002$). (See Table 38 and Figure 38.)

Table 38: Relationship Between Organization Type and Belief that PWD are Able to Perform Job Effectively

	For Profit		Non-Profit		Part of Government		Total	
	#	%	#	%	#	%	#	%
Belief PWD Are Able to Perform Job Effectively								
Actual	85	61.2%	24	88.9%	39	81.3%	148	69.2%
<i>Expected</i>	<i>96.1</i>		<i>18.7</i>		<i>33.2</i>			
Belief PWD Are Not Able to Perform Job Effectively								
Actual	54	38.8%	3	11.1%	9	18.8%	66	30.8%
<i>Expected</i>	<i>42.9</i>		<i>8.3</i>		<i>14.8</i>			
Total	139	100%	27	100%	48	100%	214	100%

Figure 38: Relationship Between Organization Type and Belief that PWD are Able to Perform Job Effectively



DISCUSSION

This is an exploratory study to determine what employers view as the barriers to hiring and retaining persons with disabilities as employees. The major questions that this research set out to answer were whether or not employers seek out persons with disabilities to employ, whether or not there were particular types of disabilities that are perceived as being more suited for certain types of jobs and what these matches are, as well as advantages and disadvantages to hiring persons with disabilities.

Survey Response Method and Method Bias

More than half of the surveys (53.5%) were conducted by telephone interview, 35.4% were returned via mail, and 11.1% were FAXed. The survey method was found to significantly impact the responses of for-profit organizations to three of the Likert scale questions. For-profit employers that responded by telephone were more likely to agree that hiring people with disabilities meets organizational personnel needs by filling vacancies, that hiring individuals with disabilities enhances the corporate image and demonstrates a commitment to the community, and that hiring people with disabilities reflects the organization's commitment to corporate social responsibility. Overall, these differences demonstrate that for-profit businesses may be more susceptible to social desirability effect. Both non-profit organizations and government agencies were found to have no significant differences in responses based on survey method.

Survey Respondents and Representation of the Population

The distribution of the responses to the survey was somewhat different from the distribution of employer type in the state. The largest proportion of respondents was for-profit businesses (65.8%), though this sample was not as large in comparison to the proportion that for-profit businesses represent in the state (89.8%). The proportion of surveys received from small (24.3%), medium (26.2%), and large (15.4%) for-profit businesses is similar to the proportion of the workforce that they employ (30.8%, 33.2%, and 17%, respectively). Non-profit organizations were intentionally over-sampled and therefore represent a larger proportion of the responses (12.9%) than what exists in the population (9.7%). Government agencies also represented a larger proportion of the responses (21.2%) than what exists in the population (only 0.5% of employers and employ 14.3% of the workforce). The differences in the distribution of business types in the survey responses and the distribution of business types in the population may be a result of self-selection bias.

Responses to the Survey Questions

Surveys were completed by 325 employers; however, not all questions were answered by all respondents. The employer survey is divided into three sections; multiple choice questions regarding business type and size, Likert scale questions, and open-ended questions. Responses to the questions in each section are summarized below.

Responses to Section I: Employment Size and Type

Of the 214 for-profit businesses that reported the number of employees in their organization, 36.9% are comprised of one to 49 employees, 39.7% reported having 50 to 249 employees, and 23.4% reported having 250 or more employees. Of the 40 non-profit organizations, 2.5% reported no employees, 47.5% are comprised of one to 49 employees, 25% reported having 50 to 249 employees, and 25% consist of 250 or more employees. Of the 69 government agencies that reported the number of people they employ, 46.4% reported having one to 49 employees, 27.5% consist of 50 to 249 employees, and 26.1% reported having 250 or more employees.

Of the 320 employers that reported whether or not they currently employ a person or persons with disabilities, 48.3% stated they do and 50.2% stated they do not currently employ a person or persons with disabilities. Of the 303 employers that answered the question referring to recruitment methods used by their organization, 70.5% advertise job openings, 54.5% use internal postings, 54.2% use referrals, 36.3% use placement agencies, 21.8% use job fairs, and 7% stated they do not use any of the listed methods of recruitment. A total of 303 employers reported their participation in any type of work incentive program for persons with disabilities. The majority of these respondents (77.2%) reported that they do not participate in work incentive programs for persons with disabilities. The final question in this section asks employers to report their primary line of business. One percent reported agriculture, forestry, and fishing; 3% reported construction; 5% reported finance, insurance, and real estate; 35% reported manufacturing; 16% reported public administration; 4% reported retail trade; 17% reported services; 2% reported transportation, communications, electric, gas, and sanitary services; 4% reported wholesale trade; and 13% reported a different primary line of business.

Responses to Section II: Likert Scale

A large proportion (44.3% of 314 respondents) agreed that their organization explicitly welcomes applications from persons with disabilities. More than half (51.4%) of the 317 respondents disagreed that their organization seeks out persons with disabilities to employ. There was a split in responses to the question regarding whether or not the employer would like to hire qualified individuals with disabilities, but does not know where to find them (of 312 respondents, 31.1% agreed, 30.8% were not sure, and 28.5% disagreed). The largest proportion (59.9%) of 312 respondents disagreed that they have utilized a referral source to assist their organization in locating and recruiting qualified people with disabilities. In addition, there was a split in responses to the statement regarding the organization's attempts at matching particular disabilities with particular jobs (of the 303 respondents, 30% agreed, 24.1% were not sure, 33% disagreed). This may imply that the majority of employers are willing to hire, but are unsure where to find or how best to recruit qualified individuals with disabilities.

The majority of 318 respondents agreed (41.5%) or strongly agreed (45.6%) that they are aware of what the Americans with Disabilities Act requires an employer to do. The majority of 317 respondents agreed (43.8%) or strongly agreed (42.6%) that they have a clear understanding of who is protected by the Americans with Disabilities Act (ADA). This may mean that the majority of employers know and understand employment laws associated with the Americans with Disabilities Act (ADA).

Almost half of 311 respondents either agreed (37.6%) or strongly agreed (9.6%) that their organization's work can be effectively performed by a person with disabilities. More than half of 317 respondents agreed (36.3%) or strongly agreed (16.7%) that the government should provide tax breaks for companies that provide accommodations to persons with disabilities. A large proportion of 314 respondents agreed (50.3%) or strongly agreed (9.6%) that hiring persons with disabilities meets the organizations personnel needs by filling vacancies. A large proportion (59.9% of 314 respondents) also agreed that hiring individuals with disabilities enhances the corporate image and demonstrates a commitment to the community, and 59.4% of 313 respondents agreed that hiring persons with disabilities reflects the organization's commitment to corporate social responsibilities. A large proportion (47.4%) of 308 respondents disagreed that their organization incurred extra costs as a direct result of hiring persons with disabilities. This may imply that many employers see hiring individuals with disabilities as beneficial for the organization.

Responses to Section III: Open-Ended Questions

The third section of the survey is comprised of six open-ended questions. The types of particular disabilities matched with particular jobs listed by 299 respondents to the first of these questions were non-mentally demanding jobs (0.9%), non-physically demanding jobs (1.5%), clerical or office jobs (6.5%), and manufacturing or packaging jobs (3.7%). Ways to ease the employment of people with disabilities were reported by 231 respondents as being monetary assistance or incentives (7.1%), education and training of people with disabilities and of the workforce (7.4%), job matching services (11.4%), and making accommodations (7.1%). The main disadvantages of hiring workers with disabilities listed by the 255 respondents were additional costs (21.3%), additional time (6.7%), safety issues (7.4%), efficiency problems (5.8%), and belief that job cannot be performed by persons with disabilities (10.8%). Some respondents (8.3%) stated that there are no disadvantages with proper placement. The main themes found in the 207 responses to the solutions to the previously listed disadvantages were job matching services (5.2%), accommodations (5%), education and training (9.3%), and monetary assistance or incentives (8.9%). The main themes found in the 247 responses to advantages to hiring people with disabilities were: quality of work provided by people with disabilities (27.4%), benefits to people with disabilities (21.5%), benefits to the organization (26.1%), economic benefit (4.3%), and community benefit (7.7%). Only 4.9% reported that there is no advantage for the employer. The largest proportion of the other comments suggested that the organization would hire persons with disabilities (3.7%), suggested that the organization does not desire to hire people with disabilities (4%), or reported that they hire the best qualified workers (8.9%).

Analysis of Relationships Among Items on the Survey

Further analysis found three major components in the relationships among items on the survey. These are: identification of people with disabilities to employ, knowledge of the law, and influences of hiring persons with disabilities. These are further described below.

Identification of Persons with Disabilities to Employ

The findings in this section are related to the employment and recruitment of persons with disabilities. The analyses indicates that employers that currently employ persons with disabilities are more likely to agree that they seek out persons with disabilities to employ than employers that do not employ persons with disabilities. Furthermore, government agencies are more likely to seek out persons with disabilities to employ than small for-profit businesses and medium for-profit businesses. Employers that seek out persons with disabilities to employ are more likely to agree that they have utilized a referral source to assist their organization in locating and recruiting qualified persons with disabilities to employ (19.8% of those that employ persons with disabilities). Employers who seek out persons with disabilities to employ are also more likely to utilize job fairs as a recruitment method (19.5% of those that employ persons with disabilities).

Knowledge of the Law

The majority of 317 respondents strongly agree (40.4%) or agree (43.2%) that they are aware of what the Americans with Disabilities Act (ADA) requires an employer to do and that they have a clear understanding of who is protected by the ADA. Employers that employ persons with disabilities are much more likely to agree that they have a clear understanding of the law than those that do not employ persons with disabilities (mean difference=0.78). Furthermore, large and medium for-profit businesses and government agencies have a better understanding of the ADA than small for-profit businesses. This difference in knowledge of the ADA may be due to the difference in ADA requirements for small businesses.

Influences on Hiring Persons with Disabilities

Three factors that may influence whether or not employers hire persons with disabilities were extra costs incurred, benefits to the organization, and belief that work can be effectively done by people with disabilities. Employers that match persons with particular disabilities with particular jobs are more likely to agree that they incur extra costs as a direct result of hiring persons with disabilities (33.7% of those that currently employ persons with disabilities).

Of 310 respondents, the majority strongly agree (16.8%) or agree (57.4%) that hiring persons with disabilities meets the organizations personnel needs by filling vacancies, enhances the corporate image and demonstrates a commitment to the community and that hiring persons with disabilities reflects the organization's commitment to corporate social responsibility. Employers that employ persons with disabilities are more likely to state that hiring persons with disabilities provides a benefit to the organization than those that do not employ persons with disabilities (mean difference=0.86).

For-profit agencies are less likely to feel that that their organization's work can be effectively performed by persons with disabilities (38.8% of for-profit businesses) than non-profit and government agencies (88.9% and 81.3%, respectively).

CONCLUSIONS

Conclusions from the research are presented in two key areas. These are: answers to the research questions and related findings.

Answers to the Research Questions

1. Do employers seek out individuals with disabilities to employ?

Few employers in South Carolina seek out people with disabilities to employ. Those employers that do are more likely to be government agencies. Employers that employ people with disabilities are more likely to seek them out through a referral source or through job fairs.

2. Do employers attempt to match particular disabilities with particular jobs? If so, what are these disabilities?

Over one third of employers attempt to match persons with particular disabilities with particular jobs. However, nearly half of employers believe that the work conducted in their places of employment cannot be effectively performed by individuals with disabilities.

Employers provided several examples of matching persons with particular disabilities with particular jobs. However, it is unknown how often this type of matching occurs and the extent to which it was successful for both the person with the disability and the employer.

3. What do employers see as the advantages to hiring workers with disabilities?

The main advantages employers noted in regards to hiring persons with disabilities are the quality of work they provide and the benefits that employment provides to persons with disabilities, the organization, the economy, and the community.

4. What do employers see as the disadvantages of hiring workers with disabilities?

The main disadvantages employers noted in regards to hiring persons with disabilities are additional costs, additional time, safety issues, efficiency problems, and the belief that the job cannot be performed by persons with disabilities.

5. What barriers to the employment of persons with disabilities can employers identify?

The barriers to hiring persons with disabilities were the same as the disadvantages to hiring persons with disabilities.

6. What solutions to these barriers can employers identify?

Employers noted several ways to make it easier to employ persons with disabilities, such as monetary assistance or incentives, education and training of persons with disabilities to carry out the work that is available, training of the workforce to be more accepting of persons with

disabilities, job matching services, and making accommodations. It should also be noted that some of the barriers that employers noted are as much matters of perception as of fact, and changing perceptions should change employment possibilities.

Related Findings

1. Employers that understand the law are more likely to hire persons with disabilities. Large and medium for-profit businesses and government agencies have a better understanding of the ADA than small for-profit businesses.
2. Employers that already employ persons with disabilities are more likely to be open to hiring other persons with disabilities.
3. Employers that match persons with particular disabilities with particular jobs are more likely to incur extra costs as a direct result of hiring persons with disabilities; however, the additional cost does not seem to deter the employers from seeking to employ persons with disabilities.
4. Employers that currently employ persons with disabilities are more likely to state that hiring persons with disabilities provides a benefit to the organization.
5. For-profit employers more likely disagree that their organization's work can be effectively performed by persons with disabilities than non-profit and government employers.
6. Larger for-profit companies, government agencies and non-profit organizations are more likely to hire persons with disabilities. Small for-profit companies are least likely and least amenable to the idea.
7. Since for-profit employers interviewed on the telephone were more likely to agree that hiring people with disabilities meets organizational personnel needs by filling vacancies, that hiring individuals with disabilities enhances the corporate image and demonstrates a commitment to the community, and that hiring people with disabilities reflects the organization's commitment to corporate social responsibility (the social desirability effect), it is possible that this effect could be used to motivate for-profit businesses to hire more persons with disabilities.
8. The size of the sample allows reasonable conclusions for employers as a whole, but not for sub-groups of employers.
9. The responses to the open-ended questions were so varied that no definitive conclusions can be reached based on them. However, they do raise a number of questions that should be examined and developed for further possible study.

RECOMMENDATIONS

1. It is recommended that motivating for-profit employers to hire persons with disabilities through the use of the desirability of doing so for the employer, the community and the person with the disability be explored. This process should begin through further discussion with employers to clarify how they perceive the employment of persons with disabilities as being beneficial to the organization and how these benefits impact hiring decisions.
2. It is recommended that this study be repeated with small and medium sized for-profit organizations with the help of business organizations such as Chambers of Commerce.
3. It is recommended that a group of disability and health care funding professionals, business and financial leaders, elected officials, academic experts, and persons with disabilities be formed to develop a comprehensive response to the factors that employers perceive as helpful and harmful to the hiring and retention of persons with disabilities. The beginning point for that group would be the findings in this series of reports. This group would have as its first priority balancing the costs and benefits of modifying the barriers and benefits of hiring persons with disabilities so that the state achieves the greatest possible use of the productive capacity of persons with disabilities and reduces the associated costs to the state.
4. It is recommended that the responses to the open ended questions be analyzed further and used to develop qualitative methods to gather additional data to understand how for-profit employer make decisions about hiring persons with disabilities.

**APPENDIX ONE:
LIST OF RESOURCES USED IN SURVEY DEVELOPMENT**

MIG EMPLOYER SURVEY RESOURCE LIST

Articles and Sources Consulted

The Recruitment and Retention of People with Disabilities

Dench S, Meager N, Morris S

IES Report 301: A study for the Department for Education and Employment, UK, 1996

Source: <http://www.employment-studies.co.uk/summary/summary.php?id=301>

Retrieved January 3, 2005

Restricted Access: A Survey of Employers About People with Disabilities and Lowering Barriers to Work

K.A. Dixon, with Doug Kruse, Ph.D. and Carl E. Van Horn, Ph.D.

Rutgers University Heldrich Center for Workforce Development

Source: <http://www.heldrich.rutgers.edu> .

Retrieved January 22, 2005

Employers' Attitudes Toward Hiring Persons with Disabilities and Vocational Rehabilitation Services - Statistical Data Included

Journal of Rehabilitation, Oct-Dec, 2000 by Dennis Gilbride, Robert Stensrud, Connie Ehlers, Eric Evans, Craig Peterson

Source: http://www.findarticles.com/p/articles/mi_m0825/is_4_66/ai_68865432

Retrieved January 11, 2005

“Employers' Attitudes Toward People with Disabilities in the Workforce: Myths or Realities?”
Chapter in *Employers' Views of Workplace Supports: Virginia Commonwealth University Charter Business Roundtable's National Study of Employers' Experiences with Workers with Disabilities: A Study Guide for Human Resource Managers*

Edited by: Jennifer Todd McDonough, Valerie Brooke, and Paul Wehman

Source: <http://www.worksupport.com/Main/downloads/empmonsg/chapter1.pdf>

Retrieved January 10, 2005

Factors that influence employer decisions in hiring and retaining an employee with a disability

Joe Graffam, Alison Shinkfield, Kaye Smith and Udo Polzin

Institute of Disability Studies, and School of Psychology, Deakin University, Australia

Journal of Vocational Rehabilitation, VOLUME 17, NUMBER 3, 2002

Source: <http://www.iospress.nl/>

Retrieved January 10, 2005

Summaries of Articles Cited:

The Recruitment and Retention of People with Disabilities

Dench S, Meager N, Morris S

IES Report 301: A study for the Department for Education and Employment, UK, 1996

Source: <http://www.employment-studies.co.uk/summary/summary.php?id=301>

Retrieved January 3, 2005

Eighty-five per cent of the Symbol users sample (sample of 250 registered users of the Employment Service's 'Disability Symbol' used by employers to demonstrate their commitment to employing people with disabilities). and slightly over 40 per cent of the random sample employed at least one disabled person. In both samples, over 90 per cent of those employers with any disabled employees employed five or fewer. These figures are likely to underestimate the employment of people with disabilities amongst respondents. Not all disabilities are obvious to an employer, and not all people with a disability want this known.

The most common reasons reported for not having any disabled employees were:

- no one with a disability had applied for a job
- a person with a disability had been employed, but had subsequently left. A third of employers in this group had not recruited since the person left, and the rest had not received any applications from people with disabilities.

Very few respondents reported that disabled people had applied but not been recruited because of their disability. Where this had occurred, the barriers to employment were mainly related to the nature of work and/or equipment, and health and safety.

Restricted Access: A Survey of Employers About People with Disabilities and Lowering Barriers to Work

K.A. Dixon, with Doug Kruse, Ph.D. and Carl E. Van Horn, Ph.D.

Rutgers University Heldrich Center for Workforce Development

Source: <http://www.heldrich.rutgers.edu> .

Retrieved January 22, 2005

Only one in four companies in the U.S. employs workers who are known to have disabilities. This is one of the key findings of the latest report from the John J. Heldrich Center for Workforce Development at the Edward J. Bloustein School of Planning and Public Policy at Rutgers University. The nature of their organization's work is such that it cannot be effectively performed by workers with disabilities, said a third of the respondents

Employers' Attitudes Toward Hiring Persons with Disabilities and Vocational Rehabilitation Services - Statistical Data Included

[Journal of Rehabilitation](#), [Oct-Dec, 2000](#) by Dennis Gilbride, Robert Stensrud, Connie Ehlers, Eric Evans, Craig Peterson

Source: http://www..com/p/articles/mi_m0825/is_4_66/ai_68865432

Retrieved January 11, 2005

The purpose of this study is to investigate in more depth the attitudes and perceptions of employers toward hiring people with disabilities and toward the state vocational rehabilitation (VR) agency. The study collected data on employers who had hired a consumer of the state VR system. The consumers were all closed by the VR agency as competitively employed and rehabilitated. Employers were contacted approximately 1 year after this known hire of a person with a disability.

The three central research questions of this study were: (1) what are employers' attitudes and perceptions toward hiring persons with specific disabilities, (2) what are employers' perceptions of the effectiveness of services provided by VR, and (3) are there differences in attitudes of midwestern and southeastern employers.

“Employers' Attitudes Toward People with Disabilities in the Workforce: Myths or Realities?”
In *Employers' Views of Workplace Supports: Virginia Commonwealth University Charter Business Roundtable's National Study of Employers' Experiences with Workers with Disabilities: A Study Guide for Human Resource Managers*

Edited by: Jennifer Todd McDonough, Valerie Brooke, and Paul Wehman

Source: <http://www.worksupport.com/Main/downloads/empmonsg/chapter1.pdf>

Retrieved January 10, 2005

Summary:

Employers have identified both benefits and concerns regarding the employment potential of people with disabilities. Prior experience with workers with disabilities tends to produce more favorable perceptions and a willingness to hire them. However, although a majority of employer representatives may agree with the idea of hiring people with disabilities, this agreement may not transfer to a willingness of employers to consider people with disabilities as job applicants for their own organization (Gibson & Groeneweg, 1986). Also, many business executives believe that more should be done in their and other companies to integrate people with disabilities into the workforce (McFarlin et al., 1991).

- The type and severity of disability may impact the extent to which people with disabilities are included in the workforce. For instance, employers expressed greater concern about hiring individuals with mental or emotional disabilities than individuals with physical disabilities. This finding may have direct implications on the willingness of applicants or workers with “hidden” disabilities to disclose them and/or request accommodations.
- All of the findings resulting from research investigating employers’ attitudes across different types of disabilities were based on responses from employer representatives with little direct experience supervising or managing workers with disabilities (eg., Diksa & Rogers, 1996; Fuqua et al., 1984; Johnson et al., 1987; Thakker, 1997).

Factors that influence employer decisions in hiring and retaining an employee with a disability

Joe Graffam, Alison Shinkfield, Kaye Smith and Udo Polzin
Institute of Disability Studies, and School of Psychology, Deakin University, Australia
Journal of Vocational Rehabilitation, VOLUME 17, NUMBER 3, 2002

Source: <http://www.iospress.nl/>

Retrieved January 10, 2005

Abstract. This paper is based on results of a national study in Australia. Questionnaires were completed by 643 employers, each of whom had employed a person with a disability between 1996-1998. Employers rated the importance of several factors relevant to decisions to hire and retain a person with a disability. Individual factors were rated most important, with grooming/hygiene and work-performance factors rated highest. Management factors and cost factors were rated moderately important. Social factors were rated least important. Analyses of variance were conducted, identifying several employer differences in ratings. The paper discusses employer values as well as the need to include employers in a partnership approach.

**APPENDIX TWO:
FINAL SURVEY INSTRUMENT**

**APPENDIX THREE:
LETTER ACCOMPANYING SURVEY**

**APPENDIX FOUR:
LIST OF RESPONSES TO OPEN-ENDED QUESTION 1**

Survey Question 1: If your organization has had to match particular disabilities with particular jobs, please list them below.

Non-Mentally Demanding Jobs – Disability Mentioned

- Down Syndrome
- Other Mental Disability

Non-Physically Demanding Jobs – Disability Mentioned

- Down Syndrome
- Visual Impairment

Clerical/Office Jobs – Disability Mentioned

- Back Injury
- Amputee
- Other Physical/Mobility
- Hearing Impairment

Manufacturing/Packaging Jobs – Disability Mentioned

- Amputee
- Back Problems/Injury
- Brain Injury
- Hearing Impairment
- Speech Impairment
- Visual Impairment

Other Jobs Matched – Disability Mentioned

- Hearing Impairment
- Speech Impairment
- Visual Impairment
- Scoliosis
- Spinal Cord Injury
- Mobility
- Other Physical Disability
- Other Mental Disability

Other Jobs Matched – Jobs Mentioned

- 1-Point Station
- Advocate
- Administration
- Buyer
- Call Center
- Customer Service
- Designer
- Environmental & Nutritional Services
- Home Health Aide
- Janitorial
- Kitchen
- Lead Trainings
- Maintenance
- Medical Transcriptions
- Nursing
- Peer Counselor
- Police Officer
- Project Manager for Process Control Lab
- Recycling
- Treasurer

Other Disabilities Matched – Disability Mentioned

- Acquired
- Temporary Accommodations
- Hearing Impairment
- Mobility/Wheelchair
- Other Physical Disability