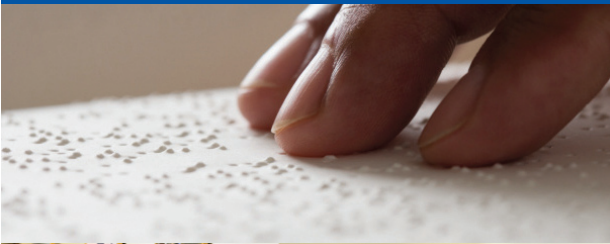


OCTOBER 2010

Recommendations from Massachusetts Businesses: Increasing Employment Opportunities for Persons with Disabilities



A Report from the Work Without Limits
Business Advisory Group

Table of Contents

Executive Summary	1
I. Introduction and Background	3
II. Findings from Literature Review and Roundtable Discussions	4
A. The Business Case	4
B. Ongoing Obstacles	5
III. Recommendations to and Commitments from Employers	8
IV. Recommendations from Employers to Government	9
V. Acknowledgements	11
VI. Appendix	12
A. The Process	12
B. Details on Roundtable Participants	12
C. Examples of Promising Practices	12

Executive Summary

Within the first thirty days of his administration, Governor Deval Patrick made a commitment to continued improvement in the recruitment and retention of under-represented groups of people in the workforce, including people with disabilities. In 2008 he established the Disability Task Force on Employment, and in 2009 he made public his Strategic Plan to make Massachusetts a Model Employer for People with Disabilities. Also in 2009, in acknowledgement of the persistent and high unemployment rates of people with disabilities in our state and country, Governor Patrick asked the private sector to join him in becoming model employers and to tell him what businesses need from government to be successful in this area.

James R. Salzano, Executive Vice President of The Clarks Companies, N.A., answered the Governor's call and in 2010 led an effort that brought businesses and other stakeholders together to advise the governor on what government can do to support businesses, as well as what employers can do for themselves, to increase employment opportunities for people with disabilities in our state.

As a result of this process, it was discovered that:

- A strong business case for hiring people with disabilities including those who may age into disability exists, yet there are still a number of obstacles to overcome.
- Champions exist in both the public and private sectors and great thinking and compassion are resident in all perspectives.
- Businesses that compete for the same consumer dollars are looking to collaborate for the benefit of people with disabilities without regard to competition.
- There is an appetite for a relationship with the public sector that could bring changes to the ways in which people with disabilities are achieving access to employment.

There are many positive activities and practices within both the public and private sectors that can be built upon in Massachusetts, including what businesses recommend to each other and to government that can potentially help businesses to become model employers of people with disabilities.

Employers recommended and committed that business:

- Develop an outreach and network strategy with each other.
- Support inclusive policies and practices.
- Work in partnership with the state.

Employers recommended that government:

- Streamline state and vendor employment services to better engage employers.
- Increase incentives for employers.
- Partner with both public and private sector employers to increase the number of model employers of people with disabilities in Massachusetts.

There are numerous effective public-private partnerships currently underway in Massachusetts that exemplify what the Governor's own plan has articulated as the policies and practices a Model Employer of people with disabilities commits to. They include:

- Recruiting employees with disabilities into the work place.
- Retaining and accommodating current employees with disabilities including those who may age into disability.
- Creating a work culture that welcomes and values employees with disabilities.

A challenging economy does not and should not be a barrier to building upon these first steps. We have the essentials to eliminate the unnecessary disparities and discrimination that exist for individuals with disabilities in employment settings: public and private sectors champions, best practices, and effective recommendations. By working together, this will lead to fuller lives for people with disabilities and as that segment of our community comes more fully into the mainstream, the state of Massachusetts will also prosper.

In the final analysis, the goal is that all people with a passion to work are given the opportunity to obtain competitive employment and Massachusetts is a state implementing best practices, leading the nation as a model, and achieving world-class status.

I. Introduction and Background

Within his first 30 days in office, Governor Deval Patrick issued Executive Order 478 recommitting the Commonwealth to continued improvement in the recruitment and retention of under-represented groups of people in the workforce, including people with disabilities. In May 2008, he formed the Disability Task Force on Employment to take a critical look at the Executive Branch's current policies and practices and to research best practices as they pertain to attracting, hiring, promoting, and retaining people with disabilities. In June 2009, the governor made public the Disability Task Force on Employment's Strategic Plan to make Massachusetts a Model Employer for People with Disabilities.

On October 28, 2009, at the Work Without Limits¹ Disability Employment Summit, Governor Patrick reaffirmed his commitment to making the Executive Branch of the Commonwealth of Massachusetts a model employer of people with disabilities. He asked the private sector to be a part of the same effort and to give him advice and ideas about what state government can do to support businesses to become model employers and "to keep us focused on the long-term objectives."

In response to the governor's request and with support from the Work Without Limits initiative, James R. Salzano, Executive Vice President of The Clarks Companies, N.A., located in Newton Upper Falls, MA, committed to leading a process that would convene key stakeholders to form a Business Advisory Group to include businesses, people with disabilities, state agency representatives and the provider community. The goal of the Business Advisory Group was to produce a set of recommendations to the governor that would:

- Build upon effective strategies that are currently in place.
- Introduce new and innovative ideas.
- Produce a sustainable plan to increase access to employment opportunities for people with disabilities.
- Position Massachusetts as a state that is implementing best practices, leading the nation as a model, and achieving world-class status.

Between January and April 2010, existing literature on business practices regarding employing people with disabilities was reviewed, and five business roundtable discussions were held inviting the input and ideas of more than 70 Massachusetts stakeholders. This document contains the findings from the literature review and the roundtable discussions, recommendations to and commitments from employers, and recommendations for government from the business community.

II. Findings from Literature Review and Roundtable Discussions

The prevalence of disability among working age adults (ages 21-64) in the United States is 10.4 percent, or 18 million. Unemployment rates among people with disabilities are historically high. Data from the Disability Status Report of the 2008 American Community Survey suggest that people with disabilities are only half as likely as the general population without disability to be employed (39.5% compared with 79.5%). In Massachusetts, the prevalence of disability among working age adults (9.3%) and their employment rate (39.9%) are similar to the national averages.

In addition, the current United States workforce and population are aging with a larger share of the labor force growing in the aged 55 and over group, according to employment projections from the Bureau of Labor Statistics. Furthermore, the likelihood of having a disability increases with age according to data from the U.S. Department of Health and Human Services Office on Disability. In part due to a longer lifespan, older workers are remaining in the labor force, and in the next ten years 45-64 year olds will account for nearly half of the working age population.

The literature review and roundtable discussions confirmed that there is a business case to be made for hiring people with disabilities, as well as ongoing obstacles that may be difficult to address on an individual employer basis. There are also many established promising practices in Massachusetts that are worthy of support and replication (see Appendix – Examples of Promising Practices).

A. The Business Case

A review of the literature suggests that businesses benefit from hiring people with disabilities by achieving:

- expanded talent pool for hiring²
- increased worker productivity³
- lower turnover rates⁴
- increased diversity⁵
- increased access to an expanded customer base⁶
- fostering of good public relations⁷

“It’s a leadership lesson when people connect with their own sense of humanity.”

-Employer

Roundtable participants agreed that these are important factors in making the business case for hiring people with disabilities. They also identified additional ways that they specifically benefitted by hiring people with disabilities thus strengthening the business case. Roundtable participants reported they experienced that hiring people with disabilities:

Yielded a competitive advantage

- Diverse perspectives in the workplace led to innovation.
- Companies differentiated themselves globally from those who did not hire from this talent pool.
- Managers learned a leadership lesson.

Reinforced an external and internal brand

- Companies experienced a recruiting advantage with younger generation employees who valued corporate social responsibility and had been raised with public school inclusion.
- Companies won loyalty with a broad market of consumers who value a culture of inclusion.

“Gen Y grew up with this notion of corporate responsibility – they take courses devoted to social corporate responsibility. When it comes time to decline or accept an offer, this makes a difference.”
–HR Representative

“Inclusion is the most powerful message a business culture can give to everyone in it, in terms of increasing general productivity.”
–HR Representative

Strengthened the capacity of the workplace

- Many of the existing workforce (aging, immigrant, virtual) needed accommodation anyway.
- Companies felt prepared for any coming labor shortages.
- Companies met federal contract compliance.
- Universal accessibility (ADA compliance) had universal benefits.

“More and more employers are moving towards a virtual workplace. Accommodations are starting to become less of a concern with this type of environment.”
–HR Representative

“We’re facing a shortage of potential employees, and this shortage could be made up by expanding the talent pool to include people with disabilities.” *– Biotech Employer*

“In terms of requirements from the federal government, one of the things they have made clear is that you are supposed to advertise to organizations that specifically target certain groups – two key initiatives are people with disabilities and veterans.”
– Director of Diversity

B. Ongoing Obstacles

Despite a strong business case, the literature review also revealed a number of factors that continue to make it challenging for businesses to hire persons with disabilities, including:

- general discomfort or unfamiliarity regarding people with disabilities⁸
- concern about high accommodation costs⁹
- lack of awareness of services available to employers¹⁰
- fear by managers that managing performance will lead to legal action¹¹
- disconnection between recruiters who hire and managers who manage¹²

Additional factors identified by roundtable participants reinforced the findings from the literature and included:

Spoken and unspoken stigma

- Managers too often focus on what a person can't do, not on what they can do (and language of disability reinforces this).
- Candidates (and providers) sometimes focus on what they can't do, not on what they can do.
- Managers' discomfort often manifests into an immediate negative reaction in an interview to a visible disability.
- Managers fear saying the wrong thing.
- Coworkers may be uncomfortable or may undermine an individual's success.
- Some job candidates or employees don't disclose their disability for fear of facing stigma and discrimination.

“There’s an automatic assumption that someone’s disability is going to affect job performance, because people with disabilities have more glaring weaknesses – often their weaknesses are more apparent than other employees’.”
–Employer

“People with disabilities don’t want to be labeled, but sometimes they do themselves a disservice by not talking about it.”
–HR Representative

Lack of easy access to worker candidates

- Information on recruiting and accommodations is not readily available to hiring managers.
- Gaining access to candidates is difficult; employers don't know where to source these candidates and candidates to not know what employers are “disability friendly”.
- There is a disconnection between companies that are sponsoring internships and companies that have hiring needs.
- The state's employment service system for people with disabilities appears fragmented.

“We’re seeing some of these programs work in a lot of different companies; it’s doable and scalable, but for some reason there are still a lot of businesses who are not immediately considering hiring people with disabilities.”
–Employer

“One of the problems is the number of intermediaries between people who need jobs and their employers”
–Nonprofit Service Provider

Lack of reliable information and resources for employers

- Employers don't know about available resources or effective programs.
- Workers with disabilities don't know about resources, and employers rely on them to know.
- Small businesses lack human resource capability.
- Existing diversity programs often don't include disability.

“There is a lack of resources to find professional people who are people with disabilities – they're not coming in through employment websites and resources. Where are the resources to find people with disabilities who can be in professional positions?”
–Employer

“Many diversity programs have a narrow lens, are not all inclusive. These programs are not reaching out to people with disabilities.”

–Employer

Fears of hiring and performance difficulties

- Managers have pressure to perform in the short-term and need to find the right person, right now, who can “hit the ground running”.
- The risk of taking action appears greater than risk of doing nothing.
- Managers fear that hiring persons with disabilities will be hard and uncomfortable.

“There are a lot of misconceptions – often managers feeling like hiring people with disabilities is harder, that they require more time, require more energy. Most managers feel strapped managing their current workload – this perceived added responsibility seems like too much.”
–Employer

“Some employers are afraid of the high cost of potential failure. If someone has disabilities, legally they feel like it's hard to move a person out. It's also a painful process to move a person out.”

–Employer

III. Recommendations to and Commitments from Employers

During the roundtable discussions, participants were asked what businesses could do for themselves and each other to increase access to employment opportunities for people with disabilities. Employers acknowledged they could and would:

Develop an outreach and network strategy with each other.

- Establish a network of employers who are committed to promoting employment opportunities for people with disabilities.
- Outreach to other employers to bring them into the network.
- Share resources and promising practices with each other.
- Gather benchmarking data.

Support inclusive policies and practices.

- Obtain CEO support of internal human resource and diversity policies and programs that are inclusive of people with disabilities.
- Enter into new or expand current relationships with state agencies and nonprofit service providers.
- Sponsor mentorships, internships, externships, trainings and other model programs.
- Provide employment opportunities to qualified candidates with disabilities.

Work in partnership with the state.

- Support the governor and his administration in making Massachusetts a state that is implementing best practices, leading the nation as a model, and achieving world-class status.
- Provide ongoing guidance and advice to implement the recommendations of this report.
- Form a public-private partnership with the state to continue to identify and remove systemic obstacles that prevent people with disabilities from obtaining full and equal participation in the workforce.

IV. Recommendations from Employers to Government

During the roundtable discussions, participants were asked what government could do to support businesses to increase the employment of people with disabilities. Participants recommended that the government streamline state and vendor employment services to better engage employers, increase incentives for employers, and partner with employers to increase the number of model employers of people with disabilities in Massachusetts, as detailed below.

Streamline state and vendor employment services to better engage employers to successfully recruit and retain people with disabilities.

- Create a partnership and relationship model referred to in business as an account management model. Account managers are liaisons between their organization and its clients to determine the clients' needs and make sure their organization develops products or services to meet those needs. When applied to the employment of people with disabilities, such a model would simplify the initial and follow-up communication with employers, create consistency and support a familiar and beneficial model for employers.
- Develop a public sector coordinating role for employers interested and willing to serve as internship and training centers for people with disabilities. Employers with existing internship and/or training opportunities for people with disabilities could expand efforts in their business if there was an entity that would coordinate the job placement of graduating interns and trainees with other employers with hiring needs. Furthermore, employers currently providing the internship and training opportunities relayed they would be willing to customize their training based on the specific hiring needs of fellow employers. Employers have the resources to provide the internships but do not have the capability to be in the placement business.
- Support the creation of an employment database or other marketplace exchange where employers can access qualified candidates with disabilities and job seekers with disabilities can find employers that are proactively sourcing these candidates.

Increase incentives for employers that will result in increased employment outcomes for people with disabilities.

- Launch an outreach and marketing campaign to promote the Work Opportunity Tax Credit and examine ways that the process of applying for the tax credit can be streamlined.
- Promote positive employment images of persons with disabilities through public awareness campaigns that encourage inclusion. This public awareness campaign could be modeled on the national "What Can YOU Do?" campaign¹³.
- Publicly recognize employers with demonstrated success in hiring persons with disabilities to incentivize business leadership. This public employer recognition program could be modeled on the

US Department of Labor Office of Disability Employment Policy's New Freedom Initiative Awards¹⁴ and the former MA Governor's Commission on Employment of People with Disabilities' Exemplary Employer Awards.

- Introduce the "Ability Challenge" to incentivize every business to partner with local nonprofit service providers and state agencies. The Ability Challenge could be modeled on the Governor's Clean Energy Challenge with the New England Clean Energy Council¹⁵.
- Incentivize supplier diversity by forming a new disability certification and assorted contract incentives. The new disability supplier certification could be modeled on the certification programs of the US Business Leadership Network Disability Supplier Diversity Program¹⁶ and the MA State Office of Minority and Women Business Assistance¹⁷.

Partner with both public and private sector employers to increase the number of model employers of people with disabilities in Massachusetts.

- Continue to lead by example and promote what it means to be a model employer of people with disabilities and what actions the state is taking to achieve this result.
- Urge all suppliers and vendors that do business with the state to adopt the core practices of the Massachusetts as a Model Employer¹⁸ initiative. (1. recruiting employees with disabilities into the work place 2. retaining and promoting current employees with disabilities 3. creating a work culture that welcomes and values employees with disabilities)
- Form more public-private partnerships that serve as best practices to be replicated within the private sector to increase the number of both public and private model employers in Massachusetts.

V. Acknowledgments

This document was developed through the collaborative work of members of the Massachusetts private sector business community, nonprofit service providers, state agency personnel, and individuals with disabilities. Gathered together in response to the governor's request at the October 28, 2009, Work Without Limits Disability Employment Summit, contributing members were convened by James R. Salzano, Executive Vice President of The Clarks Companies, N.A., located in Newton Upper Falls, MA. Administrative, logistical and technical support was provided by staff and consultants of the Work Without Limits Initiative, primarily Kathleen A. Petkauskos and Anita Tonakarn-Nguyen of the University of Massachusetts Medical School, and Jay W. Vogt of Peoplesworth.

This report was completed with the input and support of Dr. Jean McGuire, EOHHS Assistant Secretary for Disability Policy and Programs; Charles Carr, Commissioner of the Massachusetts Rehabilitation Commission; and Dr. Jay Himmelstein, Director of the Work Without Limits Initiative based at the University of Massachusetts Medical School.

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Employment Opportunities (MI-CEO) grant funded by the Centers for Medicare and Medicaid Services (CFDA No. 93.768).

VI. Appendix

A. The Process

The process of soliciting input from key stakeholders began in December 2009. At that time Mr. Salzano and members of the Work Without Limits staff met with key leaders of the Executive Branch including Executive Office of Health and Human Services Assistant Secretary for Disability Policy and Programs Dr. Jean McGuire, Massachusetts Rehabilitation Commission Commissioner Charles Carr, Housing and Economic Development Secretary Greg Bialecki, and Executive Office of Labor and Workforce Development Undersecretary Jennifer James.

In January 2010, Mr. Salzano and Work Without Limits staff visited Walgreens' corporate office in Chicago and met with Mr. Randy Lewis, Senior Vice President, Supply Chain and Logistics, and Ms. Debra Russell, Manager of Outreach and Employee Services. Walgreens is a national and international leader in employing people with disabilities.

In February 2010, four business roundtable discussions were conducted. The goals of these sessions were to:

- Articulate the business case for employing individuals with disabilities.
- Identify the obstacles that still stand between employment opportunities and people with disabilities.
- Solicit ideas of what businesses can do for themselves and each other.
- Solicit ideas of what government can do to support business.

Finally, these discussions provided insight into the potential intersection of the private and public sectors in their efforts to bring jobs and people with disabilities closer together.

In March 2010, a group of twelve individuals who had each participated in at least one of the roundtable discussions were invited back to a full-day meeting to review the findings of the four business roundtable discussions and begin to formulate recommendations. This group included employers (n=8), providers (n=3) and persons with a disability (n=1) who were joined by Deb Russell from Walgreens' Chicago headquarters and Jill Houghton from the U.S. Business Leadership Network¹⁹.

B. Details on Roundtable Participants

Seventy-three (73) individuals attended the four business roundtable discussions including:

- 39 employers representing 27 different companies
- 17 nonprofit service providers
- 3 state agency representatives
- 6 persons with a disability and 1 family member
- 7 Work Without Limits staff

Employers represented large, medium and small businesses and a variety of industries including:

- Biotechnology
- Retail/Wholesale
- Education
- Health Care
- Business Services
- Engineering
- Manufacturing
- Arts/Culture
- Information Technology
- Government
- Human Services

Specific employers and business associations that participated in the roundtable discussions included:

- Adecco
- ARUP
- Haemonetics Corporation
- Harvard University
- Avecia Biotechnology, Inc.
- Blue Cross Blue Shield of Massachusetts
- Clarks Companies, N.A.
- Consumer Quality Initiatives
- IBM
- Museum of Science-Boston
- North East Human Resources Association
- Oak Square YMCA
- Oracle Corporation
- Proctor & Gamble
- Deloitte Services LP
- Partners Healthcare
- EMC²
- Fletcher, Tilton & Whipple
- Fallon Clinic
- Fresenius Medical Care North America
- Quabaug Corporation
- Spaulding Rehabilitation Network
- The Bridge of Central Massachusetts
- TJX Companies, Inc.
- Greater Boston Federal Executive Board
- Genzyme
- UMass Medical School
- Yankee Candle

Employer representatives' job titles included:

- Executive Vice President, Regional Vice President, Director, Manager, Account Executive, Inventory Analyst
- Vice Presidents, Directors and Managers of Human Resources
- Senior level representatives from Diversity, Staffing, Recruiting, Training and Development, Employee Relations
- Directors of Disability and Accessibility

Among nonprofit and government, several Executive Directors and CEOs as well as a state agency Commissioner and two Deputy Commissioners participated.

C. Examples of Promising Practices with Emphasis on Public/Private Partnerships

Business activities aimed at hiring people with disabilities are numerous in Massachusetts and moving at a relatively rapid pace. Most if not all of the employers engaged in the roundtable discussions are proactively including people with disabilities in their work places as both employees and customers. From these employers it was learned that there is a trend emerging that focuses on including disability-owned businesses in the company supply chain. Below are examples of the promising employer practices that were uncovered, with an emphasis on demonstrated success of private-public collaboration and coordination.

Disability Mentoring Day (DMD) is a program of the American Association of People with Disabilities and a nationwide effort to promote career development for students and adults with disabilities (mentees) through hands-on career exploration. Mentees are matched with workplace mentors according to expressed career interests, experience a typical day on the job, and learn how to prepare to enter the world of work. Employers gain an increased awareness that people with disabilities are an overlooked talent pool. Since 1994, Blue Cross Blue Shield of Massachusetts²⁰ (BCBSMA) has held an annual DMD to support their commitment to creating a workplace for people with all abilities by providing a meaningful, motivational and activity-packed day for job-ready candidates. BCBSMA has consistently partnered with MRC and private service providers to attract DMD participants. The BCBSMA DMD has resulted in the hiring of qualified candidates and raising awareness within the organization.

Externships are experiential learning opportunities, similar to internships but generally shorter in duration. Externships provide students and other adult workers a chance to observe and ask questions, and can lead to recruitment possibilities which would be based on a thoroughly informed decision. Spaulding Rehabilitation Network²¹ entered into a unique externship relationship with MRC's rehabilitation counselors to increase the counselors' understanding of the health care industry, managers and their responsibilities, the routines of the day, and what a successful placement would look like. The program also gives managers at Spaulding the opportunity to build relationships with and understanding of the roles and responsibilities of MRC.

Internships are temporary positions that emphasize on-the-job training and provide opportunities for students and other adult learners to gain experience in a particular field, determine if they have an interest in a certain career, create a network of contacts, and gain school credit (when applicable). The Clarks Companies' ²² First Step six-month internship program offers "people with abilities" an opportunity to work, learn and grow in Clarks' supportive and professional office environment, and to take a step closer to gainful employment. Keys to success include partnerships between the intern, the state agency or service provider and the employer. Thirteen of fifteen First Step interns have found gainful employment at Clarks and elsewhere as a result of their experience.

On-the-Job Evaluation (OJE) and On-the-Job Training (OJT) takes place in a normal working situation, using the actual tools, equipment, documents or materials that trainees will use when fully trained. Training is typically provided by an experienced employee or sometimes a professional trainer. In Massachusetts, Adecco Staffing²³, in partnership with MRC's OJE/OJT program, has hired more than 70 individuals with disabilities in various work environments for multiple Massachusetts corporate clients. Adecco has also hired more than 20 veterans through its relationship with Massachusetts Veterans, Inc., and has recently begun a partnership with the Massachusetts Commission for the Blind.

Recruitment Partnership is a strategy that The TJX Companies, Inc.²⁴ cultivated with the Massachusetts Clubhouse Coalition (MCC), a community-based organization that offers people with mental illness opportunities to become successfully employed. Initially, the response to the influx of clubhouse members into the TJX workforce was mixed due to the stigma attached to mental illness. However, educating store managers and their employees and addressing issues that arose within the company resulted in an ongoing and successful recruitment program. Since the 1990's, TJX has filled more than 2,500 positions in their retail stores with members of the MCC.

Transitional Employment (TE) jobs are usually part-time, short-term placements that provide individuals with major barriers to employment real work experience and the opportunity to gain skills and build a resume so they are able to transition into other jobs. Participants are usually accompanied by a job coach who provides needed support and fills in for a trainee if he or she is absent from work. The University of Massachusetts Medical School²⁵ (UMMS) has a twenty-year history partnering with Genesis Clubhouse, a nonprofit organization that assists individuals with mental illness to attain employment. UMMS has consistently provided TE opportunities in various functions within the medical school, which have frequently resulted in permanent positions within the organization.

Universal Design refers to a broad-spectrum solution that produces buildings, products and environments that are usable and effective for everyone. An excellent example of utilizing universal design principles is Walgreens, who adapted a planned capital investment to level the professional playing field for people with disabilities and increase the efficiency of the Walgreens distribution system. The plan incorporates a user-friendly design into the engineering of processes, software design, user interface and other systems. As a result, the workforce at all new Walgreens distribution centers is comprised of at least one-third of people with disabilities. Employees throughout the Walgreens enterprise have responded to the new employment strategy with great enthusiasm. At sites where implementation has taken place, there has been a significant rise in morale among the workforce as well as an increased level of loyalty among customers and shareholders. After NBC aired a segment about the program, the Walgreens customer relations department reported the largest public response in Walgreens' history.

End Notes

- ¹ Work Without Limits is a public/private partnership that brings together people with disabilities, family members, policy researchers, policy makers, service planners, employment service providers, employers and other stakeholders to maximize work opportunities for youth with disabilities, address the needs of employers, and strengthen the Massachusetts workforce. Work Without Limits is made possible by a federal grant to UMass Medical School, funded by the Centers for Medicare and Medicaid Services (CFDA No. 93.768). For more information: www.workwithoutlimits.org.
- ² U.S. Department of Labor, Office of Disability Employment Policy, Survey of Employer Perspectives on the Employment of People with Disabilities, Technical Report. Retrieved December 2009 http://www.dol.gov/odep/documents/survey_report_jan_09.doc.
- ³ DePaul University, "Exploring the Bottom Line: A Study of the Costs and Benefits of Workers with Disabilities," 2007.
- ⁴ National Organization on Disability, Top Ten Reasons to Hire People with Disabilities. Retrieved December 2009 <http://nod.citysoft.org/index.cfm?fuseaction=Feature.showFeature&FeatureID=253>.
- ⁵ US Department of Labor, Diversity and Disability. Retrieved December 2009 <http://www.dol.gov/odep/archives/ek96/diverse.htm>.
- ⁶ Cheng, 2002. Retrieved December 2009 <http://disability-marketing.com/newsroom/diversityInc.php4>.
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- ⁸ Center for Workforce Preparation, Disability: Dispelling the Myths (2003). Retrieved December 2009 from <http://www.uschamber.com/NR/rdonlyres/efwrrur6yxzui3ik3mwtt7flrjz2gl4cnigodyvhosehrz5wlsbqalw3v7zdyjoxem5owocizpih-nzmz7b45roya5e2h/disability150dpi.pdf>.
- ⁹ John J. Heldrich Center for Workforce Development at Rutgers, the State University of New Jersey, Work Trends: Restricted Access: A Survey of Employers about People with Disabilities and Lowering Barriers to Work (2003). Retrieved December 2009 from <http://www.heldrich.rutgers.edu/uploadedFiles/Publications/Restricted%20Access.pdf>.
- ¹⁰ Peck, B and Kirkbride L. "Why businesses don't employ people with disabilities", Journal of Vocational Rehabilitation Vol 16 No 2 (2001). Retrieved December 2009 from <http://www.ed.utah.edu/set/why%20business%20not%20hire%20people%20with%20disabilities.pdf>.
- ¹¹ United States Department of Labor Office on Disability Employment Policy, Making the Case for Hiring and Retaining People with Disabilities" (2004). Retrieved December 2009 from http://www.dol.gov/odep/categories/employer/competitive_edge/report.htm.
- ¹² United States Department of Labor Office on Disability Employment Policy. Making the Case for Hiring and Retaining People with Disabilities." (2004) Retrieved December 2009 from http://www.dol.gov/odep/categories/employer/competitive_edge/report.htm

¹³ What Can YOU Do? Campaign for Disability Employment <http://www.whatcanyoudocampaign.org/>.

¹⁴ US Department of Labor, Office of Disability Employment Policy, Secretary of Labor's New Freedom Initiative Award. <http://www.dol.gov/odep/newfreedom/nfiaward.htm>.

¹⁵ Governor's Clean Energy Challenge FAQs: <http://www.governorscleanenergychallenge.com/resources/faqs/>.

¹⁶ USBLN, Disability Supplier Diversity Program. <http://www.usbln.org/programs.html#ddsp>.

¹⁷ Executive Order No. 478: http://www.mass.gov/?pageID=gov3terminal&L=3&L0=Home&L1=Legislation+%26+Executive+Orders&L2=Executive+Orders&sid=Agov3&b=terminalcontent&f=Executive+Orders_executive_order_478&csid=Agov3.

¹⁸ Strategic Plan to Make Massachusetts a Model Employer for People with Disabilities: Report of the Disability Task Force on Employment http://www.mass.gov/?pageID=afterterminal&L=3&L0=Home&L1=Employment%2C+Equal+Access%2C+Disability&L2=Diversity%2C+Access+%26+Opportunity&sid=Eoaf&b=terminalcontent&f=hrd_odeo_model_emp&csid=Eoaf.

¹⁹ The US Business Leadership Network is the only national business organization that recognizes and supports best practices in the employment and advancement of people with disabilities. For more information: www.usbln.org.

²⁰ BCBSMA provides health care coverage to three million members in Massachusetts and is consistently recognized for standards of service excellence that are among the highest in the nation.

²¹ A teaching hospital of Harvard Medical School, Spaulding is a member of the Partners HealthCare System, one of the largest rehabilitation facilities in the U.S. and the only rehabilitation hospital in New England continuously ranked since 1995 by U.S. News and World Report in its Best Hospitals survey.

²² The Clarks Companies, N.A. is one of the world's premier footwear companies, which produces shoes under the Clarks, Bostonian, Indigo and Privo brand names.

²³ Adecco Group North America is the workforce solutions leader in the United States and Canada that includes temporary and contract staffing, permanent recruitment and outplacement services.

²⁴ TJX is the leading off-price retailer of apparel and home fashions in the United States, with more than 2,500 stores and 130,000 employees.

²⁵ UMMS is one of the fastest-growing medical schools in the country and one of 28 freestanding university-based academic health science campuses nationwide.

²⁶ Walgreens is the largest drugstore chain in the United States, and operates over 7,000 drugstores across all 50 states, the District of Columbia and Puerto Rico.

WorkWithoutLimits
Putting abilities to work in Massachusetts.

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