

***Targeted Benchmarking on  
Disability Accommodations***



CAHRS Partners have the opportunity to benchmark with other partner companies on HR topics of interest. The benchmarking is typically conducted with 5-7 other CAHRS Partners selected by the company that initiated the request. The CAHRS office identifies the appropriate connections at selected companies and the benchmarking company then schedules 1:1 phone calls to explore their questions.

Examples of recent requests include: Sponsorship Initiatives, Organization Designs and Structures, Diversity Metrics, Talent Management Practices, Competency Models and a variety of HR Policy Questions (i.e. Relocation, Cost of Living, Airline Mile Usage, etc.).

CAHRS partners find this more qualitative approach to benchmarking very valuable for revealing novel insights and practices, as well as for building their network. At the conclusion of the process, the benchmarking company shares an anonymized summary of their findings with the participating companies and CAHRS, who then makes them available so all partners can benefit from the learning.



# Project Scope

We engaged 6 CAHRS partners in 1:1 interviews in April-May 2022 to identify best in class policies, processes, measurement, and education/training necessary to establishing a reasonable accommodation framework for individuals with disabilities.

The scope of this benchmarking request is about at-work accommodations, not about the medical leave process or managing return-to-work accommodations.

# Benchmarked Companies

Data was collected via 1:1 teleconference conversational interviews in April-May 2022

**6** companies

**106,000-2.2M** employees

**6%-90%** employees outside of USA

**5** Industries represented (Professional Services, Retail, Technology, Consumer products, Defense)

Company	Accommodation Mgrs	US FTEs	% Outside US	Disability Equality Index 2021 Top-scorer
1	15*	60,000	90%	Yes
2	7	125,000	10%	No
3	3**	90,000	50%	Yes
4	12	75,000	75%	NO
5	23**	100,000	6%	Yes
6	3**	1,650,000	25%	Yes

\*Supplemented by additional 1 person per country for escalations

\*\*Augmented by vendor staff

# Key Success Factors

The companies we spoke with identified the following as the most important factors to managing a successful accommodations process:

- Centralized Budget
- Centralized Team
- Case Management System
- Leveraging the manager as and when relevant for the accommodation type
- Establish culture that values disability inclusion, where it feels safe to request an accommodation
- Make it easy for employees to find information on how to submit a request
- Make it easy for employees to submit a request
- Training design dependent on chosen framework/process
- Defined set of best metrics & SLAs to support process
- Metrics/SLAs tracked and reviewed by leaders
- Executive-level Champions and Sponsorship

# Findings

Company	US or Global	Scope	Budget	Where is process Shared?	Vendor or Internal	Final Decision Maker
1	Global	Anyone can request	Central Global	Intranet	Internal	Case Manager
2	US	Anyone can request	Decentralized except for facilities request	Intranet	Internal	Manager*
3	US	ADA	Central Global	Intranet	Hybrid	Manager*
4	US	Reasonable Accom – not ADA specific	Decentralized except for ASL which comes from corp budget	Intranet / Handbooks	Internal	Manager*
5	US	ADA	Decentralized except for facilities request	Intranet	Hybrid	Reasonable Accommodations team
6	US	ADA	Central Global (requests under a certain cost threshold are decentralized)	Onboarding / poster in breakroom	Heavily outsourced model	Managers authority limited, all others reviewed by vendor

\*Manager has final sign-off but receives strong guidance & coaching from HR/Legal/Accommodations Team

# Findings (continued)

Company	Case Mgmt System	Metrics	EE Training	Mgr Training	Intake channel	Add'l Notes
1	Service Now	Volume; Type; Cancellations; Cost	Builds culture towards awareness	Disability Etiquette	Online	Leadership development program for persons w/ disabilities
2	In-house case mgmt. platform	Volume; Reassignments; Approvals	None	Accomm process if they get a request	Notify Mgr/HR or use 1-800 service	Focus on "How can I help you?" Make accomms avail to everyone
3	Leverage LOA tool	Volume; Approvals; Cost	Accessibility 101 training	Accessibility & Accommodation	Online	YouTube Channel w/ free open-source Accessibility training materials
4	In-house tracking but migrating to ServiceNow	Volume, Approvals, Timing	Disability Etiquette	Onboarding training for new HR managers	Manual / Electronic	N/A
5	In-house case mgmt. platform	Did not discuss	None	Supervisors guide to the ADA	Online	Playbook for RA team; collaboration between Leaves & RA teams
6	Vendor's case mgmt. tool	Volume, Resolutions, Approvals	How to request	How to request & their role in the process	Phone	Reviews metrics weekly

# Sample Metrics & SLAs

Metrics and number or benchmarked companies that track each metric

Metric	Frequency
Request Volume	5/6
Type of Request	1/6
Request Approval/Denial Rate	4/6
Time to Fulfill	2/6
Cancellation Rate	1/6
Cost	1/6
Budget Utilization	1/6

SLA Types and the agreed service level for each

SLA Type	SLA
Time to provide initial response to request	24-48 hours
Time for employee to submit medical paperwork	20 days
Time for team to evaluate the request	15 days
Time to resolve a request	30 days



# Training & Ongoing Learning

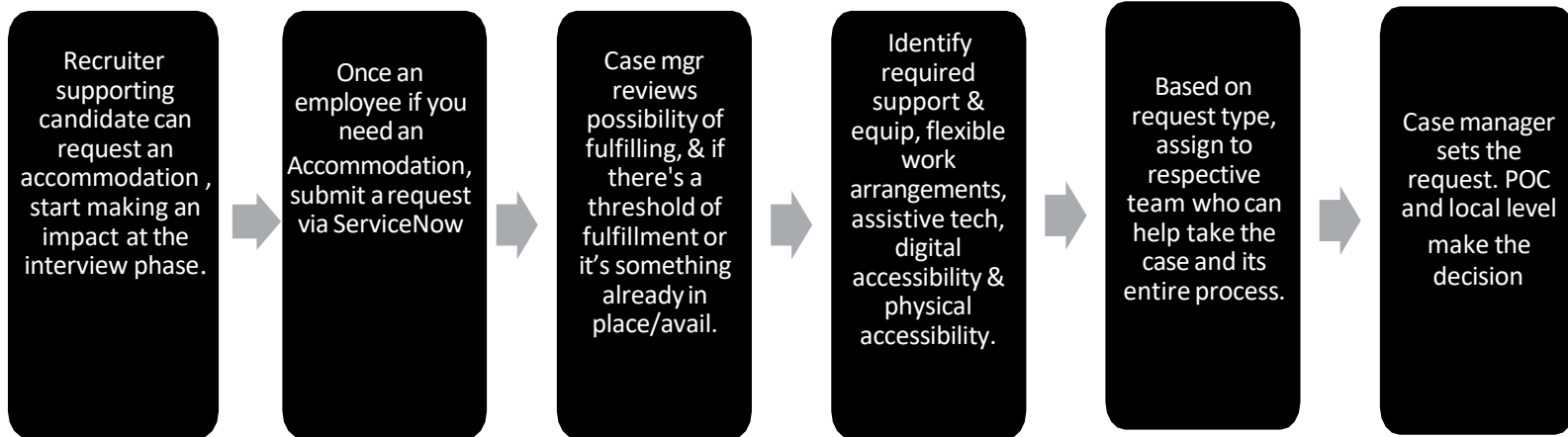
## Key Findings:

- Manager and HR training approaches vary based on the level of manager / HR involvement in the process
- All companies developed training in-house
- One of the companies has a YouTube channel with free open-source training content
- Annual training is the leading practice
- Internal counsel is a common resource for accommodations teams

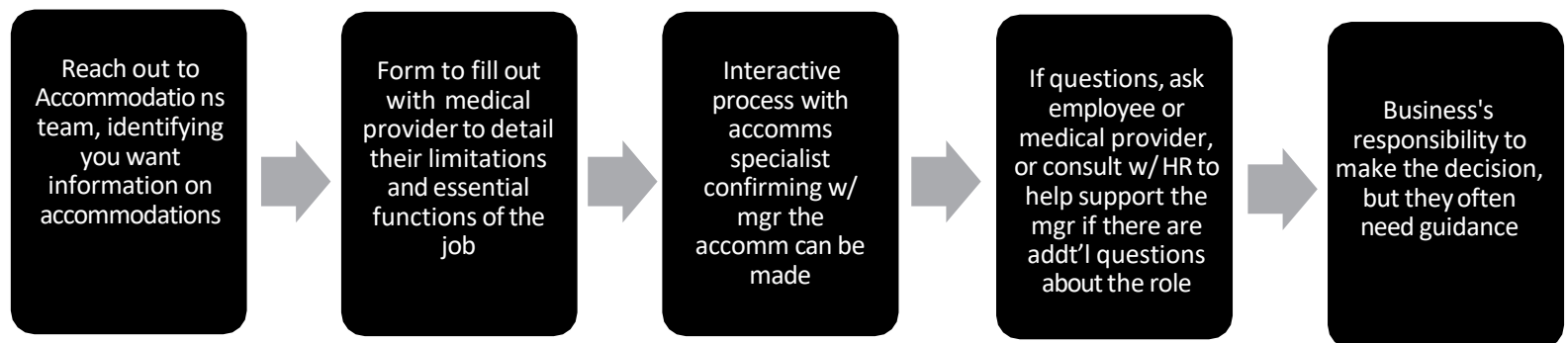
Stakeholder	Training Offerings
New Hires	<ul style="list-style-type: none"> <li>• Links/resources on the accommodation process</li> </ul>
All Employees	<ul style="list-style-type: none"> <li>• Disability Inclusion Training</li> <li>• Disability Etiquette Training</li> <li>• Accessibility Training</li> </ul>
Managers	<ul style="list-style-type: none"> <li>• Your role in accommodations process</li> </ul>
HR	<ul style="list-style-type: none"> <li>• Your role in accommodations process</li> </ul>
Accommodations Team	<ul style="list-style-type: none"> <li>• A team environment of ongoing learning and collaboration</li> <li>• David Fram conferences</li> <li>• Stay up to date on latest assistive technologies</li> <li>• Internal counsel shares links to external resources &amp; webinars</li> </ul>

# Appendix – Detailed Data

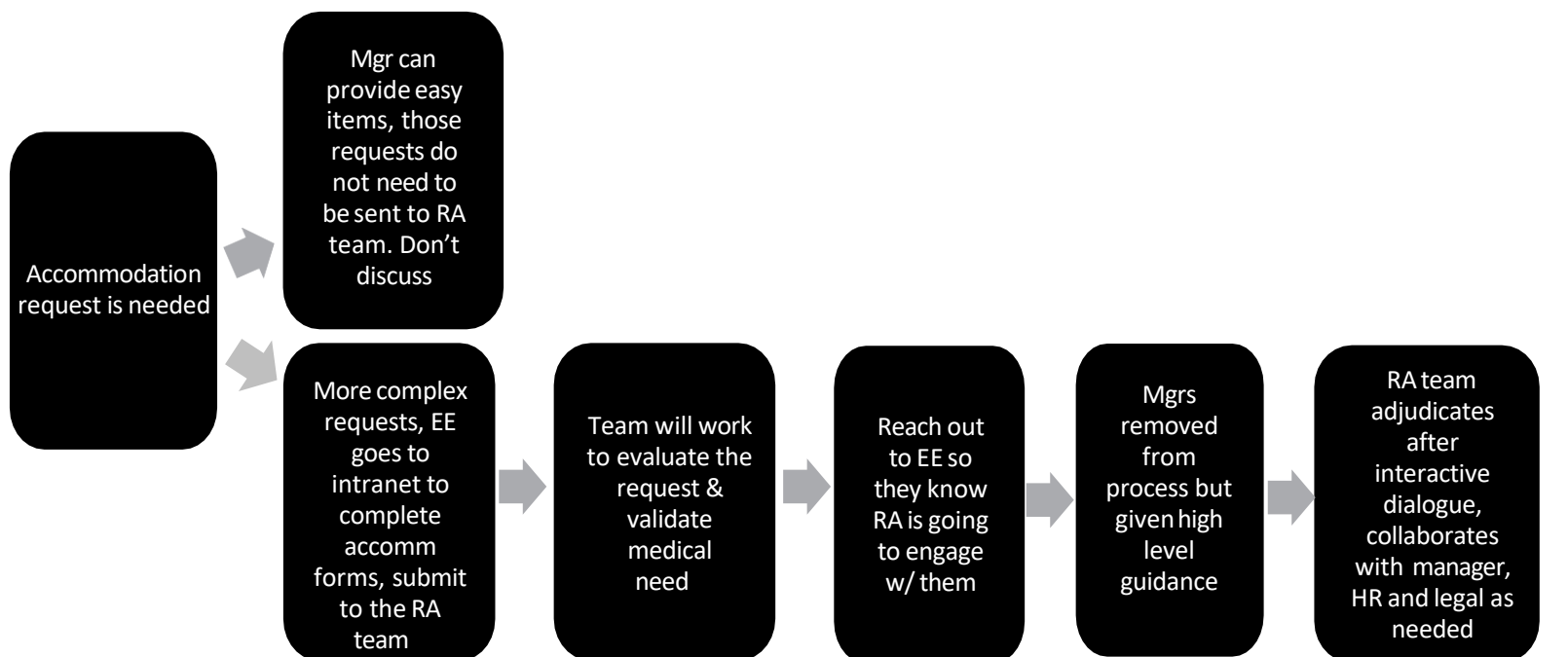
## Company 1 Process Map



## Company 3 Process Map



## Company 5 Process Map



# Process Flow

Below is an outline of each company's process

Company	Process Flow
1	<ul style="list-style-type: none"><li>Req in ServiceNow, moves to case mgr - reviews possibility of fulfilling requirement, understands if there's a threshold fulfillment or if something already in place/avail. Identify required support &amp; equipment, flexible work arrangements, assistive technology, digital accessibility and physical accessibility. Based on request type, assign to respective team who can help take the case and its entire process.</li></ul>
2	<ul style="list-style-type: none"><li>RA team reaches out to mgr &amp; EE to have an interactive discussion. Team will evaluate the request &amp; coordinate the process of fulfilling the accommodation.</li></ul>
3	<ul style="list-style-type: none"><li>Reach out to accomm team; form to fill out with medical provider; interactive process with accommodations specialist confirming w/ manager the accomm can be made. If any questions, go back to employee, or medical provider, or consult with HR if additional questions.</li></ul>
4	<ul style="list-style-type: none"><li>HR Team handles accommodations requests with support and advice of the ADA legal team; HR works directly with the employees and local managers on requests.</li></ul>
5	<ul style="list-style-type: none"><li>Informs supervisor what is needed but may also go straight to internet to complete forms, submit to RA team; Workplace accoms team will work to evaluate the request &amp; validate medical need. Engage employee so they understand RA is going to engage with them, and they need to participate, RA Team conducts the interactive dialogue, verifies medical support, gathers information from managers and other partners as needed, makes determination and communicates determination to employee and manager.</li></ul>
6	<ul style="list-style-type: none"><li>Two prong accommodation program; 1st is Job adjustment - simple accommodations mgrs can provide without going through the vendor. 2nd is an accomm that can't be met by a job adjustment, or the store manager doesn't think the job is appropriate, then they're instructed to call vendor to request an accomm. Vendor engages in interactive discussion with employee and management and communicates decision to both.</li></ul>

# Training Data

Below is an outline of each company's training process

Company	Training
1	<ul style="list-style-type: none"> <li>Developed in-house; Disability etiquette training is extensive for managers; Will soon be embedded on learning portal; Very detailed training to all stakeholders in accommodations process.; Case mgrs managed by lead resource who's constantly in touch; Best practice sharing; Constant learning experience is required, documented, data collected, draw from prior experience rather than reinventing the wheel every time.</li> </ul>
2	<ul style="list-style-type: none"> <li>David Fram conferences; Info on intranet; Mgrs trained on how to proceed if employee requests an accomm when they 1st become a mgr; Trying to get annual training for mgrs; Informed during application process; Informed at time of hire/offer via a post-offer medical screening; No training for HR but there should be - HR routes to Accomms team - gap should be improved.</li> </ul>
3	<ul style="list-style-type: none"> <li>New Hires have links/info about accomms &amp; self ID; EE's take accessibility 101 v ideo that discusses how accessibility disability inclusion is mandatory, disability etiquette, basics about sending emails etc.; Microsoft YouTube channel; Supplementary training for all existing employees; Content developed for managers for training on accessibility &amp; accomms; Try to stay up on the latest technology for accommodations; Best practice sharing.</li> </ul>
4	<ul style="list-style-type: none"> <li>Training developed in-house; Legal trains HR, HR trains local managers; 1-2 trainings a year with HR team; Onboarding training for new HR managers; Train locally as needed; periodic training on etiquette around disability &amp; how to have an inclusive environment for individuals who may be disabled.</li> </ul>
5	<ul style="list-style-type: none"> <li>Train EE's to find what they need on the intranet; Playbook of process start to finish, high level, steps taken for different types of cases; Side by side training - new colleague teams up with experienced individual; Work w/ legal team who keeps team up to date of rules that change; Process flows; Job shadowing; In house counsel will send links to information/webinars; Monthly calls with different groups; Pulse surveys, Case studies to review unusual cases &amp; share the approach; Online content provided to managers.</li> </ul>
6	<ul style="list-style-type: none"> <li>Different module for the managers than for hourly associates – managers have both types of content (for themselves and to learn about their role in the process); Training developed internally by compliance team.</li> </ul>

# Metrics & SLA Data

Below is a summary of Metrics & SLA's collected by each company

Company	Metrics & SLA Data
1	<ul style="list-style-type: none"><li>• Number of requests; Type; How many get cancelled; Utilization of budgets</li></ul>
2	<ul style="list-style-type: none"><li>• Number of cases; Do not track time to fulfill request; Do track time of medical reassignment files; % of requests approved</li></ul>
3	<ul style="list-style-type: none"><li>• Volumes; Approved accommodation; Cost; 24-48 hrs. for vendor to respond to the request; 15 days or less to evaluate the request not necessarily to implement</li></ul>
4	<ul style="list-style-type: none"><li>• # of requests; Approvals &amp; denials; New app will help track how long it takes from when case is open to when it is closed</li></ul>
5	<ul style="list-style-type: none"><li>• 48 hrs. to respond; 30 days to resolve is preferred</li></ul>
6	<ul style="list-style-type: none"><li>• Volume; Resolutions; Approvals &amp; denials; 20 days to provide medical information</li></ul>