

## **Appendix D**

### **Qualitative Interview with HR Managers Interview Protocol**

## **In-Depth Interview for Human Resource (HR) Managers**

Thank you for participating in this interview. My name is [NAME] and this is my colleague [NAME]. We work for Westat, a research organization based in Rockville, MD. The Department of Labor (DOL) contracted with Westat to research how employers put into practice their policies on disability employment. We are also interested in the challenges of employing people with disabilities.

Before we get started, there are a few things I should mention. This is a research project. Your participation in this interview is voluntary. There is no penalty if you decide not to participate. You may end the interview at any time. If you choose to participate, you can skip questions that make you uncomfortable. We have planned for this interview to last about 30 minutes.

Your responses in this interview are private to the extent allowed by law. They will not be shared with others at your place of employment. We are speaking with HR Managers all across the country. We will submit a final report to DOL at the conclusion of the study that describes processes involved in disability employment. We may use quotes from you or other interviewees in our reports; however, interviewees' names, their places of employment, and other information that could be used to identify interviewees or their employers, will not be linked to responses.

Do you have any questions? [Answer all questions.]

Finally, with your permission, we would like to record this interview. The recording will be used to help us recall exactly what was said when we go to summarize our findings. The recordings and any notes we have will be stored securely on Westat's computer and will be protected.. They will only be available to the Westat project team. We will destroy the recordings after the study is complete in 2019. Are you okay with us recording?

According to the Paperwork Reduction Act of 1995, no persons are required to respond to a collection of information unless such collection displays a valid OMB control number. Public reporting burden for this collection of information is estimated to average 45 minutes per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. The obligation to respond to this collection is voluntary. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the U.S. Department of Labor, Office of the Chief Information Officer, Attention: Departmental Clearance Officer, 200 Constitution Avenue, N.W., Room N-1301, Washington, DC 20210 or email DOL\_PRA\_PUBLIC@dol.gov and reference the OMB Control Number 1230-0NEW. Note: Please do not return the completed survey to this address.

[IF PERMISSION IS GIVEN TO RECORD, ASK AGAIN IF THERE ARE ANY QUESTIONS. ANSWER ALL QUESTIONS. IF PERMISSION IS NOT GRANTED, RESCHEDULE FOR A TIME WHEN A SCRIBE IS AVAILABLE TO TAKE NOTES.]

If there are no further questions or concerns, I'd like to start the audio recording now.

[TURN ON THE RECORDER.] I need to ask you again: Are you willing to participate in the interview?

Are you willing to have the interview audio-recorded?

## I. INTRODUCTION

I'd like to start by asking you to describe your background and your job title at [NAME OF EMPLOYER]. Please tell me how long you have worked here and what your responsibilities are.

[PROBE: Please describe your responsibilities as they relate to disability employment; Please describe trainings have you received relevant to disability employment; Please describe anything in your background relevant to disability employment.]

## II. RECRUITMENT

A. Please describe the processes your firm follows to recruit people with disabilities.

[PROBE]:

1. What recruitment strategies work?
2. How does your company identify qualified applicants with disabilities?

3. How do you determine if a candidate with a disability is capable of performing the job?
4. What challenges, if any, do you face recruiting people with disabilities?

B. Why has your company chosen to recruit people with disabilities?

### III. SUPERVISION

#### A. Challenges

What are the experiences (including challenges) of supervising employees with disabilities? What kind of experiences, including challenges or concerns, have you heard from supervisors at your company about employees with disabilities?

#### B. Support

How does your firm support supervisors who manage employees with disabilities?

#### C. Performance Issues

1. What difficulties, if any, have supervisors at your company had handling performance issues with employees with a disability? [PROBE]: How did the supervisors address those situations?
2. How does your company decide if a problem with an employee is related to a disability or to another factor?

#### D. Retention

1. What is the process for addressing an employee who discloses—or develops—a disability during employment?
2. What processes at your company help ensure the retention of employees with disabilities?

#### E. Promotion

1. As compared to any other employee, how likely do you think an employee with a disability is to be

considered for a promotion or receive advancement?

[PROBE:] If not, what are the reasons why?

2. Are there challenges associated with promoting employees with disabilities at your company?

[IF YES:] What are the challenges?

#### F. Termination

Has your company ever terminated an employee with a disability? [IF YES:] Were there particular challenges due to his or her disability status? Please explain.

#### IV. ACCOMMODATIONS

- A. How do job applicants get accommodations? What is the process? [PROBE: Example?]
- B. How does an existing employee of your firm might get an accommodation for a disability? [PROBE: Please give me an example.]
- C. What company processes are useful for ensuring accommodations for employees who need them?
- D. What kinds of problems stand in the way of getting an accommodation for an employee? [PROBE: bureaucratic red tape, lack of knowledge about how to accommodate, etc.]
- E. What are examples of other accommodations your firm has provided for employees?

#### V. CULTURE

- A. How does your company address and overcome stereotypes and misconceptions about employees with disabilities?
- B. How does your company communicate a culture of inclusiveness of employees with disabilities...
  - A. ...internally?
  - B. ...to the public?

#### VI. BENEFITS

- A. What are the benefits to your company of employing individuals with disabilities?
  - B. To what extent has employing people with disabilities has any effect on...
    - A. ...sales?
    - B. ...revenue?
    - C. ...customer service?
    - D. ...customer satisfaction?
- [PROBE:] what are the effects?

VII. COSTS

- A. What do you believe are the costs—in time, money, and effort—associated with employing people with disabilities?

VIII. CLOSING

Is there anything you think might be important for me to know about disability employment at your company? [IF YES:] Please describe.

Thank you for your time!