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Perceptions of and Attitudes Towards Individuals with Disabilities in the Service Providing Industry

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**Perceptions of and Attitudes Towards Individuals with Disabilities in the
Service Providing Industry**

by

Kevin Borzym

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in partial fulfillment of the requirements for the degree of

MASTER OF HUMAN SCIENCES

Major: Hospitality Management

Program of Study Committee:
Susan W. Arendt, Major Professor
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Eric Brown

The student author, whose presentation of the scholarship herein was approved by the program of study committee, is solely responsible for the content of this Creative Component. The Graduate College will ensure this Chapter II is globally accessible and will not permit alterations after a degree is conferred.

Iowa State University

Ames, Iowa

2019

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Dedication

I am dedicating this to two of the strongest women in my life. To my sister Sylvia who has pushed me to be my best every day and my mother who has taught me to never give up even in the toughest of times. I would also like to dedicate this to my father who passed away right before I started my paper. Thank you for being by my side through this process and helping me every day.

Next, I would like to dedicate this to all the professors at Iowa State University who have helped me in their own way, whether its proof reading or providing me with some articles. Thank you for everything you've done.

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Abstract

This paper is an exploration of recent research and relevant literature on people's perceptions and attitudes towards individuals with disabilities in the service providing industry. It will also look into proper training techniques and accommodations for individuals with disabilities. The research articles vary in results given that some focus on consumers and management perceptions and attitudes in the service providing industry while some articles focus on accommodations and training practices. There is some indication that in the hospitality industry, consumers are more concerned about people with disabilities than any other service providing industry. Furthermore, some researchers found a positive relation between how many employees the operation has and the hiring of individuals with disabilities. Using the social model of disability as a theoretical lens, this paper will explore the impact of negative perceptions of consumers and managers on individuals with disabilities in the workforce. Implications are provided for various stakeholder groups including upper management, supervisors and front-line employees.

REVIEW OF LITERATURE

Introduction

This paper examines how individuals with disabilities are perceived in the service providing industry by employers and consumers. This paper will be using the definition provided by the Americans with Disability Act (ADA) when referencing an individual with a disability. This paper will look into how individuals with disabilities are treated in the workforce. Then, it will show how management perceives their employees with disabilities. Followed by recommended training methods and accommodations to help companies that have individuals with disabilities.

Next, this paper will look into the consumer side of individuals with disabilities. The first section explores the experience consumers with disabilities have in the service providing industry. Followed by the perceptions of employees with disabilities in the service providing industry. Lastly, there will be implications related to best practices for accommodating individuals with disabilities for upper managers, front-line managers, and front lines employees.

This literature review was conducted using the Hospitality and Tourism Index (EBSCOhost), available through the Iowa State Library, and supplement recommendations from committee members. Reviewing reference lists of articles led to additional articles related to the topic. Reputable governmental and disabilities resources were used for key statistics. Upon reading articles, it was found that the most common topics were focused on consumers with disabilities and employees with disabilities, therefore, this was set as the base structure for developing the review of literature. Throughout the writing, the intention was to utilize people-first language while being inclusive and respectful.

Introduction to ADA

On September 25th, 2008 the ADA redefined the 1990's original ADA definition and put it into effect on January 1st, 2009. This Act redefined who is considered disabled by expanding the definition of "major life activities" and "auxiliary aids and services" (U.S. EEOC, 2008). Because everyone has their own definition of a disability, in this review of literature we will be using the definition of a disability that is provided by the ADA:

An individual with a disability is defined by the ADA as a person who has a physical or mental impairment that substantially limits one or more major life activities, a person who has a history or record of such an impairment, or a person who is perceived by others as having such an impairment. The ADA does not specifically name all of the impairments that are covered. (U.S. Department of Justice, 2009).

Linkage to Service Providing Industry

Individuals with disabilities are frequently faced with discrimination during employment and promotions. Discriminating employees with disabilities is not only unethical, but it is also very illogical from an economics standpoint because of all the possible valuable human resources that are wasted (Ross, 2004). It was also found that employees with disabilities were dedicated to the job, loyal, provided state and federal assistance, tax credits and duty devotion (Geng-qing & Qu, 2005).

Based on 60,000 households that provide statistics on employment and unemployment in the United States, the government estimates that approximately 19.1% of those individuals have a disability (US Bureau of Labor Statistics, 2018). According to Wolfe and Haveman (2000), individuals with disabilities have higher unemployment rates than non-disabled individuals and

are also likely to have less education and vocational training. These factors contribute to a poverty rate that is over three times higher than that of the general public.

To prevent discrimination against employees with disabilities, the ADA enforced by the EEOC states that no job discrimination could occur by covered organizations. Covered organizations are defined as private employers with 15 or more employees; public employers, such as state and local governments, employment agencies; and labor unions (U.S. EEOC, 1991). The ADA states that “no covered entity shall discriminate against a qualified individual with a disability because of the disability in regard to job application procedures, hiring, advancement, or discharge of employees; employee compensation; job training; and other terms, conditions, and privileges of employment.” (U.S. EEOC, 1996, pg. 1). A qualified individual is defined as someone who can perform the essential functions of the position held with or without reasonable accommodations.

Employees with Disabilities

Approximately one in six individuals has a disability (Bruyere, 2000). Individuals with disabilities are often under/unemployed compared to individuals without disabilities. According to the U.S. Bureau of Labor Statistics in 2018, 19.1% of individuals with disabilities were employed while 65.9% of individuals without a disability were employed. When looking at the age range of individuals with disabilities in the civilian labor force in 2017 and 2018, it was shown that ages 16-64 had the highest rate of unemployment, while ages 65 and older had the lowest rate of unemployment (Table 1). When looking at Table 2 it is shown that in 2018, individuals with disabilities were more prone to work in retail trade and public administration occupations than individuals without a disability.

Management Perceptions

Houtenville and Kalarhyrou (2012) found that majority of firms in the hospitality and leisure industry strongly believed that individuals with disabilities were not capable of completing tasks that they were assigned and that the cost of accommodating these individuals to complete their work was too costly. Furthermore, this research showed that firms believed that individuals with disabilities did not have the proper skills or were not as productive as their co-workers without disabilities.

According to Colella and Bruyere (2011, pg. 475), in the hospitality and leisure industries where employees tend to interact with customers often, employers tend to have an “aesthetic anxiety” towards individuals with disabilities. This anxiety is associated with the negative perception that individuals with disabilities will make the business less attractive in the eyes of the consumer, which can create a large bias in hiring decisions. The management team’s decisions are strongly influenced by the consumers due to profit. With negative consumer perceptions, it may cause management to have negative perceptions towards employees with disabilities.

When looking at the employers’ size, it can have a drastic influence on managers’ attitudes towards individuals with disabilities. This is due to the fact that the ADA disproportionately affects small business, which in turn have fewer resources to pay for accommodations. Also, because smaller businesses have less employees, the employer may have a harder time making accommodations for the employee with a disability (Kohl & Greenlaw, 1992). This study was supported by Trust (2003) study where a survey of large Florida businesses viewed the ADA more positively than smaller Florida businesses.

Regardless of whether the ADA applies or not, research has shown that employers opinions vary according to the size on the diseconomies of scale. In a U.S. retail industry survey analysis conducted by Jasper and Waldhart (2012), it was shown that concerns over healthcare insurance and workers compensation premium costs were found to be higher for business with fewer employers (5-14 employees). This may be due to the fact that these businesses generate less profit and cannot accommodate the potential high cost of an employee with a disability.

Benefits of Hiring Individuals with Disabilities

Although there are possible negative attitudes and perceptions when thinking about hiring an employee with a disability, research has shown that there are many benefits of hiring employees with disabilities. When employing an individual with or without a disability for the hospitality industry, the type of disability and degree of disability should not be a concern for the employer. Instead, the criteria for selection should be the professional knowledge, abilities and capabilities of a candidate.

A survey of employers by the Federal Job Accommodation Network illustrated that companies that hired individuals with disabilities were able to find reliable employees, increase profit, and most importantly avoid significant training costs (Hartnett, Stuart, Thurman, Loy & Batiste, 2011). In another study by Lengnick-Hall (2007), it was shown that employees with disabilities can reduce business costs if employers create a warm welcoming environment for individuals with disabilities which in turn may result in lowering turnover costs, reducing the possibility of litigation, and gaining government tax breaks.

According to Lengnick-Hall (2007) as cited by Houtneville and Kalargyrou (2015) “When looking at the costs of accommodating employees with disabilities it has been found that 71% of accommodations cost \$500 or less, with 20% costing nothing” (pg. 42). Through

providing accommodations for employees, the employer is able to highlight on promoting inclusion for both employees and consumers with disabilities within the organization.

In Jasper and Waldhart (2012) study, the researchers employed data from the 2008 Survey of Employer Perspectives on the Employment of People with Disabilities, conducted by the US Department of Labor and the Office of Disability Employment Policy. The results of this study showed that 22.8% of leisure and hospitality employers are actively recruiting individuals with disabilities, while only 22.1% of employers from all industries are actively recruiting individuals with disabilities. It was also shown that in the leisure and hospitality industry, a business would be more likely to employ or actively recruit individuals with disabilities if the organization has more people employed (Table 3).

Meacham, Cavanagh, and Bartram (2017) investigated management practices that support the employment and social inclusion of workers with an intellectual disability. The results stated that managers are mostly responsible for creating and promoting social climate within the workplace. Social climate is an environment that tends to be shared with a wide group of people to promote social inclusion of workers with an intellectual disability (Meacham, Cavanagh & Bartram, 2017). It was found that managers that worked for a restaurant longer had positive attitudes towards individuals with disabilities in the workforce (Paez & Arendt, 2014). This positive attitude that managers have about individuals with disabilities is found to come with age and time spent in the workplace. Through experience, managers saw that employees, regardless of their disability, were able to conduct the same type of work as long as the needed accommodations were being met and all employees were being properly trained on job duties (Bengisu & Balta, 2010).

Training Methods and Accommodations in the Service Providing Industry

Training is one of the most important aspects of a job when first starting at a company. Providing good training/onboarding will likely have benefits in the future like lower turnover, higher productivity, and higher employee motivation. One way to make sure employees are receiving the proper training is by conducting a training needs assessment. A training needs assessment is defined as an assessment that is used to determine whether training is the right solution to a workplace problem. It is an ongoing process of gathering data to determine what kind of training needs exist and to help an organization reach their goals (Cekada, 2010).

According to Hr.com (2001), an online source used by over 1.75 million HR professionals, there are multiple different types of effective trainings for employees. The two most common types of trainings are technology based training and on-the-job training. In technology-based training the employees tend to sit in a room with a computer and go through webinars, simulators, readings and videos. This is beneficial for training because the employee gets to learn through structured learning materials that show the employee the skills they can use for their job. Then once the online training is complete the employee gets to learn through on-the-job training. When using on-the-job training the employee gets to experience first-hand what they will be doing through shadowing/mentoring. This benefits the employee because they will be able to see how their given job tasks are performed properly upon completing their training.

Training Methods and Accommodations for Individuals with Disabilities

Being able to identify the disability type is important. This can help the management team better understand what that individuals' limitations are and how to properly accommodate to them. When working with an individual that has an intellectual or learning disability, the management team may need to work more closely with them during the training stages and offer

a more extensive training program (e.g., one containing visual aids to facilitate comprehension, repetition of directions, frequent comprehension checks of presented material). On the other hand, an individual with a psychiatric disability may need more breaks throughout the workday. When training an employee with a psychiatric disability, the employer may need to break the training up into segments in order to alleviate anxiety that may be associated with information overload.

It is important to note that there is a difference between a visually impaired individual and a blind individual. A visually impaired individual still may have some residual sight, while a blind individual, in most cases, cannot see the world around them. With this in mind, for an individual with a visual impairment, the management team may need to provide a bigger screen or use larger font size throughout the workplace. Training a visually impaired employee may vary based on the severity of their impairment, which may include but not limited to larger font sizes on computer-based training and going slower when training the employee through shadowing. For an individual that is blind, the management team may need to provide braille on signs, and voice-to-text software for writing tasks. When training an employee that is blind, it is important that the trainer goes through the training slowly with them and that if there is computer-based training it provides voice-to-text software. When an individual has a hearing disability, management has to assess how they as employers can best accommodate the employee. It may range from employers providing signage or whiteboards, to employers and employees using hand gestures to help communicate to the employee with a hearing disability. According to the Department of Labor (2019), employers may have to provide sign language interpreters or closed captioning at meetings and events for employees with disabilities and consumers with disabilities.

A neurological disability is associated with damage to the nervous system that results in the loss of some physical or mental functions. Because this could include a wide range of limitations, the management team needs to work closely with the individual to figure out what their limitations are and what they would need to succeed in the workplace. An example of an accommodation for an individual with Cerebral Palsy may be to provide a form of augmentative and alternative communication which may include a high-tech speech generating communication device. This device can be therefore utilized to repair communication breakdowns between the employee and consumer. To train an employee with Cerebral Palsy, the employer may have to provide a lot of visual training through computer-based learning. A physical disability is one that affects an individual's mobility or dexterity. Accommodating an individual with a physical disability varies by disability. Examples might include providing more room for a wheelchair to pass through an area or providing a chair for the individual to sit in throughout their shift. Training employees with physical disabilities varies on the extent of the disability, but it may consist of the management team walking through the various tasks with them to see if they are capable of completing it or if there needs to be other accommodations done to help the employee complete the task.

Being able to identify and provide adequate training to individuals with disabilities may have a positive effect on the way consumers view employees with disabilities in the service providing field. One of the main concern management has prior to hiring a person with a disability is the concern of providing the adequate training for the employee (Paez, 2010). Previously conducted research has shown that different training methods are beneficial with different types of learners and different types of disabilities (Paez, 2010). Knowing that each individual with the associated disability may learn differently, the management team has to work

hand in hand to establish the most appropriate way to train the new employee. In one study (n=124), researchers found that the most common training methods for employees with disabilities are: on the job training, demonstrations, and self-guided trainings (Paez, 2010). In addition to these training methods, additional training for employees with disabilities on technical, communication, and social skills needs to be included to prepare the employees to do their job effectively (Paez, Arendt, & Strohbahn, 2011). When proper training and accommodations are not provided, it is common for consumers to get the perception that individuals with disabilities are not capable of doing their assigned task independently whereas the issue lies in the fact that these individuals were never properly trained in each area to do the tasks correctly. When proper training is given, it provides an opportunity for individuals with disabilities to increase their skills and performance.

Experiences of Consumers with Disabilities in Service Providing Establishments

The Americans with Disability Act addresses the access to public accommodations and service goods in order to make American society more accessible and enjoyable for individuals with disabilities. Since the approval of the ADA in 1990, service providing establishments have been working to provide their services to customers with disabilities. In a 2015 market study conducted by Open Doors, it was found that 26 million adult travelers with disabilities took 73 million trips in two years in the United States and spent roughly \$17.3 billion annually (Opening Doors, 2015). It was also found that travelers with disabilities would almost double their spending if the destinations were more accessible.

In a study conducted by Tutuncu (2017), the researcher sent out an invitation letter to 4520 disability organizations in the United States and 221 organizations accepted to reach out to their communities. From the 221 organizations, 793 surveys were collected from individuals

with mobility impairments. After the scanning process, only 764 surveys were included in the study. Of the 764 surveys, 436 participants were male 410 participants were female. After analyzing the data with SPSS software and using maximum likelihood factoring it was found that baths in hotel rooms were the strongest predictor of satisfaction from individuals with disabilities. Secondly, individuals with both powerchairs and wheelchairs were the most disadvantaged group in the hotel industry, leading to negative effects on their satisfaction. With negative effects on individuals with disabilities, it may lead those certain individuals to spread bad word of mouth causing the establishment to lose possible business in the future.

In another study by King and Wan (2015), the researchers took a qualitative approach and held interviews with residents of Macao over the age of 18 that had mobility disabilities and visual impairments. The researchers wanted to investigate what barriers local disabled residents were facing when accessing Integrated Resort amenities. King and Wan (2015) interviewed thirty-two individuals for this study where 44% (14 participants) were visually impaired and 56% (18 participants) had physical impairments. Of the 56%, (n=18) eight of the participants had manual chairs and four relied on electricity-driven chairs. The data was analyzed manually by the researchers and the findings showed that there were two major obstacles individuals with disabilities faced when attending IR's. These obstacles were divided into two sections: outside the IR and inside the IR. For the outside section, it was shown that individuals had issues accessing public transportation due to their disability. Some participants stated that they had issues fitting through public transportation doors and that the layout of the city was difficult to maneuver through (hills and steps). A visually impaired participant stated that it was challenging for them to find their families car in the parking lots because there were too many casino shuttles lined up outside. On the inside section, participants responses varied from stating that the doors

were too heavy to open to not being able to play the games because of how crowded it was and how sometimes there weren't any chairs available for them to sit in. Another respondent stated that the employees did not want to directly communicate to individuals with disabilities. One respondent noted that when they asked an employee a question, the employee turned to their wife and answered it.

It is important to note that both service establishments and service employees cannot discriminate individuals with disabilities. According to Grady and Ohlin (2009), it was found that having employees participate in role playing exercises helped them understand the problems and issues individuals with disabilities may face when visiting service providing establishments. Having these role plays has also helped employees overcome the attitudinal barriers they may have had towards individuals with disabilities.

Perceptions of Employees with Disabilities in the Service Providing Industry

While there are laws and regulations regarding discrimination against employees with disabilities, they still tend to receive discrimination in different ways. Employees with disabilities perceive discrimination as the perception of distributive injustice. Distributive injustice is when the employees with a disability compares themselves to their non-disabled co-worker (Villanueva-Flores, Valle & Bornay-Barrachina, 2017). Results from one study conducted by Villanueva-Flores, Valle and Bornay-Barrachina (2017) confirmed that perceived distributive injustice is positively related to perceived discrimination against employees with disabilities. This is due to the fact that employees with disabilities believe that they are assigned jobs which are below their capabilities, they are not being compensated properly and that their career growth is unfair (Villanueva-Flores, Valle & Bornay-Barrachina, 2017).

There is evidence that employers' attitudes towards individuals with disabilities vary across industries. In a study conducted by Houtenville and Kalargyrou (2014), it was found that service-producing industries were more likely to actively recruit individuals with disabilities compared to companies in the goods-producing industries. It was also shown that employees with psychiatric disabilities were more likely to be hired by companies in the retail industry (Houtenville & Kalargyrou, 2014).

Theoretical Framework

When discussing employees with disabilities and related research, there are many different theories and models that show different viewpoints. A couple of models regarding individuals with disabilities are: the medical model, the identity model, the social model, and the human rights model (Retief & Letsosa, 2018). This Concept Paper will focus on the social model of disability theory because it focuses on society holding the individual back and not their disability.

The social model of disability is a theory that states that individuals are not disabled by their impairments but by the society that prevents them to be fully functional (Oliver & Barnes, 2010). According to this theory an individual may have a disability or impairment but their performance to achieve success may be restricted by physical barriers (no ramps, no braille), negative attitudes from peers around them, and undoable tasks (e.g. individual in a wheelchairs task is to reach something off the top of a five foot shelf).

'Disability' should be distinguished from 'impairment and ill health' and defined as:

- Disadvantage experienced by an individual...
- ... resulting from barriers to independent living or educations, employment or other opportunities...

- ... that impact on people with impairments and or ill health. (Prime Minister's Strategy Unit 2005, 8)

When using this theory in the service providing industry, it can be seen that people with disabilities are capable of doing the assigned tasks but have physical barriers blocking them. Examples of physical barriers may include improper training, accommodations not being met, and negative attitudes towards the individual with a disability by employers or consumers. It would seem that when physical barriers are removed, there will be positive perceptions towards individuals with disabilities.

Implications

Based on the review of literature and my own work experience, several implications are provided. It was clear from the review of literature that most research articles focus on physical disabilities, as compared to mental impairments which may not be as visually noticeable as physical disabilities. These implications are developed based on upper management, front-line managers and front-line employees.

A summation of implications, presented as best practices, can be found in Appendix A.

Upper Management - General Managers (GM) or Chief Executive Officers (CEO)

In terms of upper management implications, this review of literature shows that there are a variety of different measures upper management can take to make sure that employees and consumers with disabilities are welcomed into their establishment. As mentioned earlier, some steps to make these individuals welcome to the establishment can be anything from adding braille to signs around the establishments to making hotel rooms more spacious for an individual with a wheelchair. Providing these simple accommodations can bring in business from the large target market of individuals with disabilities.

Also, providing proper training methods to employees with disabilities can improve your business in many ways. It will show to the general public that you support individuals with disabilities, and it will also benefit upper management because they can be hard workers.

Front-Line Managers

As a front-line manager, you have the responsibility to make sure everything in the establishment is functioning properly and all your employees and consumers are happy. One way to make sure that your consumers are happy is by having employees properly trained for all different types of scenarios. One of the scenarios that an employee should be ready for is how to handle a consumer with a disability. In a study by King and Wan (2015), one of the participants stated that they were ignored by staff because of their disability. Properly training your staff to treat individuals with disabilities the same way as they treat every other individual can make or break a moment for the consumer and what they spread about your establishment through word of mouth.

When front-line managers hire an employee with a disability it is important that the management team not only provides proper training but that they also provide encouragement and support. Another good quality for front-line managers to have is to be personable with the employee to understand all their capabilities and limitations. Because mental impairments may not be as visible as physical disabilities and because the stigma of mental health may be a deterrent for employees to reveal their disability to their managers, it is of paramount importance that managers create an inclusive and respectful culture where employees feel comfortable sharing their disabilities and accommodation needs with their managers.

Front-Line Employees

Regarding front-line employees you have the duty to make sure you treat every individual with the upmost respect and help them in any way possible. If a consumer with a disability needs some help you should have a big smile on your face and reply with “my pleasure” when asked to assist them. Giving up five minutes of your day to help a consumer with a disability can bring positive word of mouth to the organization, and that consumer may leave a positive comment with your name attached to it.

For employees with disabilities you should speak to the manager regarding your training and be honest with them on what you think you need more help on. It never hurts to ask for more training, but if you do not and you are not able to complete the given task then the manager may get frustrated with you. You should also ask your co-workers for help when needed doing certain activities that you cannot complete alone. If you are given a task you cannot physically do because of your disability, bring it to the manager’s attention and have them provide proper accommodations for you to complete that task.

Summary

This review of literature contains information that shows that employees with disabilities are a good potential labor pool when hiring and are positive assets to organizations once hired. Not only does it provide diversity in the workplace, but it was also found that employees with disabilities were dedicated to the job, loyal, provided state and federal assistance, tax credits and duty devotion (Geng-qing & Qu, 2005).

Secondly, it was shown that training and accommodations are relatively inexpensive to provide for employees with disabilities. When these trainings and accommodations are provided properly, employees with disabilities are able to complete their delegated job duties without

issues. Another benefit of providing accommodations is that it can serve two purposes: (a) accommodation for the employee and (b) an accommodation for the consumer which may make them feel welcome in the establishment. In conclusion, individuals with disabilities are an important asset to have in the service providing industry. Not only are they good consumers, but they also are good employees.

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Table 1. Employment status of individuals with/without disabilities in 2017 and 2018

Characteristics	2017			2018		
	Total, 16 years and over	16 to 64 years	65 years and over	Total, 16 years and over	16 to 64 years	65 years and over
PERSONS WITH DISABILITY						
Civilian Noninstitutional population	30,351	15,697	14,654	30,136	15,325	14,810
Civilian Labor Force	6,245	5,117	1,129	6,266	5,111	1,155
Employed (employment ratio)	5,670 (18.7)	4,603 (29.3)	1,066 (7.3)	5,767 (19.1)	4,666 (30.4)	1,101 (7.4)
Unemployed (unemployed ratio)	576 (9.2)	514 (10.0)	62 (5.5)	499 (8.0)	445 (8.7)	54 (4.7)
Not in Labor Force	24,106	10,580	13,526	23,870	10,215	13,655
PERSON WITH NO DISABILITY						
Civilian Noninstitutional population	224,728	189,840	34,887	227,655	191,182	36,472
Employed (employment ratio)	147,668 (65.7)	139,500 (73.5)	8,168 (23.4)	149,994 (65.9)	141,390 (74.0)	8,604 (23.6)
Unemployed (unemployed ratio)	6,407 (4.2)	6,126 (4.3)	281 (3.3)	5,815 (3.7)	5,542 (3.8)	273 (3.1)
Not in Labor Force	70,653	44,215	26,439	71,846	44,250	27,595

Retrieved from: <https://www.bls.gov/news.release/disabl.nr0.htm>

Table 2. Employed status by disability, industry and sex in 2018

Industry and class of worker	Persons with a Disability			Persons with no Disability		
	Total	Men	Women	Total	Men	Women
Total Employed	5,767	3,122	2,645	149,994	79,576	70,418
Industry as a percent of total employed						
Wholesale Trade	2.0	2.7	1.2	2.4	3.2	1.4
Retail Trade	13.5	12.9	14.1	10.5	10.3	10.9
Professional and Business Services	11.1	11.8	10.2	12.2	13.5	10.8
Education and Health Services	21.6	11.4	33.8	22.5	10.8	35.7
Leisure and Hospitality	8.6	7.9	9.4	9.2	8.4	10.1
Public Administration	5.2	5.2	5.2	4.7	4.9	4.6

Retrieved from: <https://www.bls.gov/news.release/disabl.nr0.htm>

Table 3. Employed persons ages twenty-one to sixty-four, by disability status and industry in 2010

Industry	Total	Disability	No Disability	% with Disability
Goods Producing Industry	19,468,000	1,602,000	17,867,000	8.2
Wholesale trade	3,084,000	242,000	2,842,000	7.8
Retail trade	12,177,000	1,280,000	10,896,000	10.5
Leisure and Hospitality	9,218,000	846,000	8,372,000	9.2
Professional and Business Services	11,728,000	1,003,000	10,726,000	8.5
Education and Health Services	26,586,000	2,468,000	24,118,000	9.3

Retrieved from: Houtenville, A., & Kalarhyrou, V. (2014)

**APPENDIX A:
Best Practices for Accommodating Employees and Consumers with Disabilities in Hotels**

Upper Managers (GM and CEO)

Consumers with Disabilities

- Ensure structure of building can accommodate consumers with disabilities
- Promote a culture of acceptance and respect for others' differences
- Include property accommodations in hotels future budget
- Ensure proper property accommodations are provided for consumers
 - Braille for room numbers and on elevator panels

Employees with Disabilities

- Ensure structure of building is able to accommodate employees with disabilities
- Set an organization vision emphasizing diversity of employees
- Develop a Strategic Plan that address diversity of employees
- Promote an organizational culture that values diversity

Front-Line Managers

Consumers with Disabilities

- Train employees to properly address consumers with disabilities
- Reach out to consumers and ask how to make their stay more enjoyable
- Provide assistance with any issues/tasks consumers may have

Employees with Disabilities

- Provide proper training methods for employees
- Understand their capabilities and limitations
- Be personable with the employee
- Provide encouragement and support
- Create an environment where employees feel comfortable disclosing non-visible disabilities (e.g. mental health)

Front-Line Employees

Consumers with Disabilities

- Recognize consumer
- Accommodate to their needs
 - If hearing impaired speak louder
 - If mobility impaired come out from around the counter to speak to them
- Treat consumer as a human being

- Offer assistance if needed

Employees with Disabilities

- Be Sensitive
- Get to know the employee
- Offer to help whenever possible if employee is struggling
- Offer extra training to the employee if you see it is needed