National Organization on Disability: Employment Programs for People with Disabilities

APSE Conference
June 14th, 2011
Howard Green
And
Anthony Camuso

Bridges to Business

“It’s Ability, Not Disability, that counts”
The National Organization on Disability is a 29 year old non-profit

- **Mission:** Expand the participation and contribution of America’s 54 million men, women and children with disabilities in all aspects of life.

- **Focus:** Increase employment opportunity and economic self-sufficiency for the 33 million working-aged Americans with disabilities.

Kessler/ NOD Survey on Employment: Only 21% of Americans with disabilities are employed, versus 59% of those without.
NOD is a catalyst for change --- involved in research and demonstration projects that work directly with employers

- Board & CEO Council: Corporate America
- Public and private funding
- Neutral convener, bipartisan
- Proven strategies based on metrics and driven by outcomes
- Subject matter expert, changing policy and practice

Right: Alan Reich, NOD Founder
Carol Glazer, NOD President
Governor Tom Ridge, NOD Chair
NOD’s innovative approaches to disability employment are in five key areas

- **Wounded Warrior Careers:** Helping severely injured veterans transition into work
- **Start on Success:** Career opportunities for high school students with disabilities
- **Bridges to Business:** Helping companies build an inclusive workforce for people with disabilities
- **Kessler / NOD Surveys, by Harris Interactive:** Delivering data on disability
- **CEO Council:** A forum for corporate leaders seeking to diversify their workforce
Bridges to Business: A business-driven initiative to build a more inclusive workforce

The Issues
- Most employers don’t identify people with disabilities as a ready source for talent
- Those that do – do not know where to find them
- Employers find the public disability employment system confusing
- Service providers do not speak the language of employers and use different success metrics

Current State
Limited “demand side” focus and impact

Future State
Hiring people with disabilities is “business as usual”

Bridges Demonstration
- Improve connections between employers, service providers and sourcing agencies
- Demonstrations with Lowe’s, Sam’s Club, ADP, Aetna and Sodexo
- Supported by Sam’s Club, Coca-Cola, and Kessler and Milbank Foundations
NOD conducted a 3-month disability employment market study, interviewing almost 40 organizations (funded by the Coca-Cola & Milbank Foundations)

<table>
<thead>
<tr>
<th>Employers</th>
<th>Service Providers</th>
<th>Competitors/Partners</th>
<th>Other*: trade assoc., researchers, funders</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 JP Morgan Chase</td>
<td>1 FEGS</td>
<td>1 Hire Disability</td>
<td>1 Kessler Foundation (Funder)</td>
</tr>
<tr>
<td>2 Habitat International</td>
<td>2 Council of State Administrators of Vocational Rehabilitation (CSAVR)</td>
<td>2 Solutions Marketing Group</td>
<td>2 Maryland Dept. of Disabilities (Public Funder)</td>
</tr>
<tr>
<td>3 Sodexo</td>
<td>3 Destin</td>
<td>4 Business Executives for National Security (BENS)</td>
<td>3 Robin Hood Foundation (Funder)</td>
</tr>
<tr>
<td>4 Rockwell Collins</td>
<td>4 Career Opportunities for Students with Disabilities (COSD)</td>
<td>5 Tech Solutions</td>
<td>4 Va.Commonwealth University (VCU – Researcher)</td>
</tr>
<tr>
<td>5 Wachovia</td>
<td>5 GoodTemps</td>
<td>6 USBLN</td>
<td>6 National Association of Manufacturers (Trade Association)</td>
</tr>
<tr>
<td>6 SunTrust</td>
<td>6 GettingHired.com</td>
<td>7 US Chamber</td>
<td>*This group would also be considered partners</td>
</tr>
<tr>
<td>7 ADP</td>
<td>7 NISH</td>
<td>8 The Conference Board</td>
<td></td>
</tr>
<tr>
<td>8 Walgreens</td>
<td></td>
<td>9 Destin</td>
<td></td>
</tr>
<tr>
<td>9 Aetna</td>
<td></td>
<td>10 TransCen</td>
<td></td>
</tr>
<tr>
<td>10 Lowes</td>
<td></td>
<td>11 Springboard Consulting</td>
<td></td>
</tr>
<tr>
<td>11 Bank of America</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12 Walmart</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13 Sears</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14 Aramark</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Interviews identified key themes in each phase of the employment statement

<table>
<thead>
<tr>
<th>Employment Lifecycle Phases</th>
<th>Key Themes</th>
</tr>
</thead>
</table>
| Attract                     | - <15% of employers include disability programs in diversity hiring practices  
                                - **Hiring is distinctly local**: depends on knowledge of local labor markets, service providers, Vocational Rehabilitation systems and industry trends  
                                - **Growing fraternity of employers recognizes the business benefits of hiring people with disabilities**: Walgreen’s, Lowe’s, Sears, Best Buy, JC Penney |
| Onboard & Employee Development | - Employers have begun hiring job coaches or former vocational rehabilitation specialists for hiring and training new employees  
                                - **Disconnect between employers and service providers**: Employers seek to reduce cost per hire, turnover and absenteeism; service providers seldom measure these |
| Measure & Reward            | - Service providers increasingly operate on a ‘dual customer’ model  
                                - **Metrics and incentives for employers and service providers differ**: providers measure number of placements; employers measure time to fill, time to productivity, retention and advancement |
| Exit                        | - Processes are largely the same for employees with and without disabilities |
Market study provided NOD with three key themes that shaped the Bridges to Business demonstration program...

- National employers want assistance from an organization with broad reach to serve as a **broker/advisor** with local service providers and sourcing agencies.

- Employers and service providers need consistent and common **metrics** that include job performance, retention and career and wage progression.

- Employers need help from **subject matter experts** who understand service providers.
There are many disability organizations out there....how is NOD different?

The NOD Differentiator: A few key points

- **Dual Focus:** Testing concepts that are relevant to the disability community and corporations. Staff with:
  - Private sector background – understand business needs and metrics
  - Background in policy development and the vocational rehabilitation system

- **Strong Corporate Relationships & Partners:**
  - Work with some of the top Fortune 500 companies in the US
  - CEO Council also provides access to some of the top Fortune 1000 companies

- **Metrics driven and outcomes based:** because we publish and share our program results we have an ongoing commitment to tracking and measuring – everything!

- **Survey Research:**
  - Long-standing relationship with Harris Poll, providing the industry’s leading research on quality of life indicators and on employer views on hiring pwd
  - Partnering with Sirota Survey Intelligence to identify the issues/trends facing employees with disabilities.
What we believe NOD can do to assist Businesses in meeting disability hiring targets...

**NOD Support Includes**

- Review of recruiting practices
- Training hiring managers and other relevant personnel
- Setting goals, and establishing metrics
- Identifying various disability employment service providers, local staffing agencies, and public employment systems
- On-boarding assistance
- Tracking progress, identifying best practices broad application

**Potential Approaches**

**Current State Analysis:**

- Review existing policies, programs and practices
- Understand current disability employee population needs and concerns
- Make recommendations to enhance and improve existing efforts and identify new opportunities

**Program Design & Consultancy:**

- Assist businesses in design of a disability employment initiative that will meet the goals of the agency within the next 2 yrs
- NOD would serve as subject matter experts, share best practices & lessons learned, and provide training and program support as needed
Demand Side and Supply Side Issues

• Demand Side:
  – Do they have a diversity plan & does it include disability?
  – Do they have a disability Program & is someone assigned to manage it?
  – Do they set targets to hire candidates with disabilities?
  – Do they have an accommodation policy & is it centralized?
  – Do they offer training on disability to their employees?
  – Do they have a community partners to help with sourcing positions?
  – Is the partnerships working & reaping benefits
  – Do they track things like production, retention, cost to hire, safety etc?

• Supply Side:
  – Do they have a strategic plan for addressing business needs?
  – Do they have a data base to track their business relations? Do they track their success and offer to track information for the business?
  – Do they offer disability training?
  – Do they assign a business manager to the business?
  – Do they have resources & networks beyond their organization.
  – Do they have a pipeline of candidates to meet the appropriate needs of a specific business?
Doing Business the Old Way!

Community Rehabilitation Providers

- One person, one job! (no pipeline)
- Low expectations of candidates
- Not able or willing to manage the relationship
- Don’t track the right information
## Steps to Building a Relationship & Value

<table>
<thead>
<tr>
<th>DIALOGUE</th>
<th>QUALITY OF SERVICES</th>
<th>FRIENDSHIP &amp; TRUST</th>
<th>RELATIONSHIP</th>
<th>ADDED VALUE TO THE BUSINESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Providers need to start networking &amp; talking with businesses. First step in building relationships is meeting the right people and making sure you know their needs and issues.</td>
<td>Once you have met &amp; decided to try to meet the business needs you need to provide top quality services. If you don’t deliver a quality service, the business will go to another vendor.</td>
<td>If you are providing quality services &amp; the business can depend on you being responsive, dependable and trustworthy then you create a friendship and trust. The business needs to trust you.</td>
<td>Once you can show you can deliver and can be trusted then you have a relationship and will be seen as a partner. If you are willing to go the extra mile, deliver quality services and meet the needs then you</td>
<td>Quality services, being responsive to the demands of the business, building trust and contributing to the bottom line are adding value to the business.</td>
</tr>
</tbody>
</table>
Consumer Expectations

REHABILITATION STAFF TO HAVE A GOOD WORKING KNOWLEDGE OF THE BUSINESS COMMUNITY. (TYPES OF JOBS, SALARY, BENEFITS, CONTACTS, SKILL SETS REQUIREMENTS)

REHABILITATION STAFF AND PROVIDERS TO ASSIST WITH IDENTIFYING NEEDED SKILL SETS FOR VARIOUS POSITIONS. GOOD RELATIONSHIPS WITH BUSINESSES AND KNOWING THE NEEDS OF BUSINESS WILL YIELD THIS INFORMATION.

REHABILITATION AGENCIES TO HAVE MANY RELATIONSHIPS WITH BUSINESSES. THIS IS IMPORTANT FOR CHOOSING A CAREER AS WELL AS MATCHING SKILL SETS TO POSITIONS FROM BUSINESSES.
Business Needs & Concerns

- Policy, Procedures & Training
- Finding the right Partner for sourcing candidates
- Finding candidates: the pipeline
- Metrics – Production, safety, cost of hiring
### Issues for considerations

**Businesses Still Have Lots of Fears and There Are Many Myths Regarding Hiring People with Disabilities. Businesses Need Assistance with Training Their Staff.**

Businesses and rehabilitations speak a different language.

Rehabilitation agencies don’t understand the business culture and fail to identify the business needs.

Rehabilitation appears to lack a sense of urgency in addressing the needs of businesses.

Businesses want and need to hire a diverse workforce and need assistance from a public partner to learn more about disability.
DOING BUSINESS A NEW WAY

MARKETING YOUR ORGANIZATION! SEE THE BUSINESS AS A CUSTOMER

<table>
<thead>
<tr>
<th>Identify the business needs and learn their way of doing things. Take tours and offer assistance to help with their diversity and disability planning.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement a strategy to meet the business needs. Present the business a proposal of working together.</td>
</tr>
<tr>
<td>Build and maintain business networks!</td>
</tr>
<tr>
<td>Provide quality services and it is all about relationships, relationships, relationships, and more relationships!</td>
</tr>
</tbody>
</table>
Best Way To Approach

- Understand my business
- Connect with local managers – make and appointment to explain your program
- Never make a cold call - have your ducks in a row with a clear purpose in mind for your visit
What Business Expects from a Service Provider?

1. Become my business partner! Understand my business!
2. Learn my needs and look for creative solutions to meet the needs. Also, believe your applicant can do the work.
3. Demonstrate you know about accommodations and how to work with individuals with disabilities.
Ways to Market Your Organization to Business

- E-mail link with a short video or include business on your e-newsletter list

- Submit a plan to the business showing the business benefits of having you as a partner.

- Become a part of the business – develop ways to stay connected even when business is not hiring.
Foundational Principals identified by Business

<table>
<thead>
<tr>
<th>TRUST</th>
</tr>
</thead>
<tbody>
<tr>
<td>RESPONSIVENESS</td>
</tr>
<tr>
<td>DELIVERABILITY</td>
</tr>
<tr>
<td>CONSISTENCY</td>
</tr>
<tr>
<td>QUALITY</td>
</tr>
<tr>
<td>SUSTAINABILITY</td>
</tr>
</tbody>
</table>
NETWORKING

75% OF ALL JOBS SECURED THROUGH PEOPLE YOU KNOW!

JOIN ORGANIZATIONS SUCH AS LOCAL CHAMBER, SHRM, BNI,

GET FACE TO FACE AND SHOW UP PREPARED

SET A PRIORITY AND DEVELOP A LIST OF POTENTIAL BUSINESSES TO DEVELOP

UTILIZE SOCIAL MEDIA SUCH AS LINKEDIN, TWITTER, CRAIGSLIST, FACEBOOK
ANSWERING QUESTIONS FROM BUSINESS

Respond to sincere objections from businesses.

Don’t over answer the concern and don’t answer too quickly.

Never doubt your answer!

Always indicate that you understand.

Move directly too a solution and make sure you get back to the business.
Common Mistakes by Service Providers When Dealing with Business.

- Sells Disability and promises too much.
- Approach business at the wrong time
- Didn’t do the research & identify the needs
- Start with Tax incentives
- Could not handle the objections.
OTHER MISTAKES

WAS NOT PERSISTENT ENOUGH

Did not build the trust

Under sold the organization

Did not convey the value

Lacked confidence and excitement
## PROMISING BUSINESS PRACTICE

<table>
<thead>
<tr>
<th>Walgreens – Distribution and retail stores</th>
<th>Lowes – 14 Distribution Centers – Modeled after Walgreens</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bank of America – Using their experience in Delaware to expand to other markets</td>
<td>Sodexo- leader in Diversity and in the top ten in hiring people with disabilities</td>
</tr>
<tr>
<td>Safeway – uses an internal champion to increase hiring.</td>
<td>Wal-Mart/Sam’s- Working to increase their hiring and developing a consortium in NW Arkansas with their vendors.</td>
</tr>
<tr>
<td>AMC Theatres – Working to improve their ability to recruit and hire as well as working job coaching guidelines.</td>
<td>CVS – moving to hire more in their Distribution Centers.</td>
</tr>
<tr>
<td>Best Buy – Using the Walgreens model in their distribution centers- some of their stores have a program for individuals who are deaf.</td>
<td>Manpower – Project Ability – working with VR and other community organization to help transition student with disabilities into work.</td>
</tr>
<tr>
<td>Marriott- Bridges- transition program with internships</td>
<td>JP Morgan Chase- working with at least 10 other businesses to hire veterans over next 10 years</td>
</tr>
</tbody>
</table>
Outcome Nuggets From Bridges to Business Model

Businesses want to work with a preferred vendor

Businesses need a partner to help manage the business/disability relationship

Businesses do not know how to find the pipeline of candidates with disabilities

There is a difference in a single point of contact and a partner for the business.

Businesses need a partner to track the data and progress.
The National Organization on Disability’s Wounded Warrior Careers program has helped me to support myself and allowed me to open doors that, due to my injuries, once seemed closed to me.

U.S. Army Veteran, Specialist Scott Vycital

Wounded Warrior Careers Demonstration