

ADVISORY COUNCIL SESSION
GETTINGHIRED.COM
June 12, 2012

Edited for readability

>> JIM LUNNY: Hello, everybody, this is Jim Lunny again. We will wait one more minute and then we will start. We have a good group assembled. Let's wait one more minute and we will get started.

Okay. Well, welcome again, everybody, to the second session for 2012 of the GettingHired.com Advisory Council. Welcome. Here in Bedminster we have myself, Jim Lunny, Frank Weichmann and Hank Fichtner also and we have a great agenda that we have put together. And we are looking forward to presenting some information on activities at GettingHired.com plus hearing from our guest presenters.

I'm going to, as is our custom, walk you through, and Hank will also, a recap of what's going on here with GettingHired.com for a few minutes to get started and then we will have Sheridan Walker, CEO Hire Potential, Inc., give us an update on OFCCP and EEO issues. I know there are interesting things happening in that arena. Following Sheridan, we are pleased to be joined by Dr. LaWanda Cook of Northeast ADA Center at the Employment and Disability Institute located at Cornell University who will be telling us about the Northeast ADA Center's Just In Time program. So we are pleased to have both Sheridan and LaWanda with us as guest presenters today. What we will be doing as we usually do is we will, during the presentations by each of Sheridan and LaWanda, we will be putting all of the other lines on mute just to eliminate any background noise, but then when the presentation is done, we will open the lines up for questions and answers.

So we can look forward to that. We have allotted in the agenda ten minutes for Q and A for each of those two topics. And then if you would prefer during the course of the presentation to message us here through the Web Ex messaging capability, we can handle questions that way also. What I would like to do then is have those messages sent in to us here. That way, Frank will accumulate them and act as moderator and ask those questions during the Q and A session after the presentation, after each of the presentations. Frank, have I missed anything on that point?

>> FRANK WEICHMANN: No, we are good to go.

>> JIM LUNNY: Okay. Let me step back and take this opportunity

to invite you to consider participating in one of our upcoming sessions as a guest presenter. We have two more sessions during the rest of this year and slots available and your colleagues on the Advisory Council would benefit from hearing updates from your organizations on your successes, your programs and best practices, so please make a note of that. And if you are interested and so inclined, please do let me know. We would love to have you join in an upcoming session.

Let me have the next slide. From time to time just to keep us focused on the mission at hand and understand why all of us do what we do here, among other things, we take a look from time to time at the unemployment statistics. And I just happened to look at the latest, the latest statistics for the month of May, and as you all probably know, the unemployment rate overall stayed constant at about 8.2% with not a lot of overall job growth in the economy.

For people with disabilities, the situation was not as good as might be seen in that 8.2% figure. The unemployment rate, the official unemployment rate for people with disabilities remained about 4.5 percentage points higher than that. Perhaps even more importantly, the participation rate for people with disabilities in the work force remains about one third or less of the participation rate of people with no disability. So we certainly see that and that helps us keep focused on what we are doing with respect to bringing opportunities to our community of people with disabilities.

Conversely, we continue to hear from our employer members and just generally we see stories in the media about the fact that there are lots of opportunities out there, lots of opportunities in specialized types of occupations, lots of opportunities for which employers are having difficulty locating the talent they need to add to their work force and to fill key jobs.

And, we continue to see some mismatch there between skills and needs of our employers. We are keeping an eye on both of those things and remain focused on both of those things. So, again, I just wanted to recap that.

Frank, give me the next slide if you could, please. Let me start by welcoming new employer members to the GettingHired.Com community. Koch Industries, GlaxoSmithKline, Paychex, LB Foster, Yale New Haven Hospital, Praxair, General Dynamics and the ACLU among many, so welcome to new employer members. Also and as importantly, let me say thank you and welcome again to renewing employer members. We are privileged to have a great base of employer members in the GettingHired.Com community and the second part of the slide shows some of you who have renewed your employer memberships. Thank you to all who remain members of the GettingHired.Com community and who are making a difference in the work we do together. Frank, next page.

Here are the statistics we typically report on each quarter. What I thought I would do is turn to the expertise of Hank Fichtner and ask him to walk us through what's going on here with these figures. Hank?

>> HANK FICHTNER: Sure. The report is similar to last time. We continue the upward trend in all of our statistics that we report to you quarterly, job seeker registrations have increased by 6.5% since the last time we reported these figures in March. Our application referrals, meaning the job seekers who are clicking the apply button, also has seen growth of 12.5%. The number of unique job seekers that make up those applies from the previous statistic has increased by 14.5%. So we continue to have more job seekers applying to jobs.

Here we have, as Jim just welcomed, our new employer members, and those renewing. We currently have 317 active employer members, which is a 2.3% increase since last time. And the number of employer job postings, therefore, grew as well, with a 14% increase. We continue to add service providers nationwide. We cover all 50 states, and we have had a 2.7% increase in the number of Service Providers in the network since last time. Our college and university partnerships and reciprocal links are still strong, 83 and 2300 schools nationwide that we market to, for example with our newsletter, and through which we reach their students on your behalf.

>> JIM LUNNY: Okay, Hank. Thanks for that update on those key statistics. We are continuing to show good increases in all of these areas. But, again, we continue to stay focused on the overall situation, know that we continue to have work to do to accomplish our mission, but we are pleased that we have seen good increases, particularly pleased from your perspective that application referrals continue to show healthy increases.

Let me dive into, just a bit, one of the points Hank made relative to marketing efforts and the newsletter. We have our next edition of the newsletter scheduled to go out next week. Two things, if I could, I invite you as new employer members to take advantage of the opportunity to include an interview in the newsletter. We have had a number of employer interviews this year. A number of you who have given us interviews that we could then include in the newsletter. It's a great opportunity, and I encourage you all to do that. You can be in touch either with me or with Hank if you like to take advantage of that. We have a standard format. It's pretty simple and it gives you an opportunity, again, to get some additional exposure for your company in our newsletter which goes to a distribution of about 100,000.

And secondly, from the employer perspective, in the newsletter I wanted to just point out if I could that we have added a new writer

who is writing for us from time to time on employer matters. I think we are using the name The Employer Corner for her work. This is Shelly Goldman who is a recruiter and career coach, and, again, writing on matters of interest to employers.

So I ask you to be on the lookout for her work in the newsletter. I don't know offhand if she has a segment in the next edition, but you will see her writing from time to time.

With that, let me pause here before I go onto the next slide and just ask if there are any questions on the information we presented here at GettingHired.com before we move into guest presentations. Frank, if you could unmute the lines.

>> It sounds like the Jerry Lewis line.

>> Are there any questions on any of the information we presented? Frank, do we have any messages that have come in through the WebEx messaging? Not hearing any questions, we'll move along. If anything comes up during the course of the session, please do shoot us that message through WebEx and we can come back to that.

Thanks for that time to give an update from GettingHired.com. What I would like to do now is move along to our two guest presenters, Sheridan Walker of HirePotential and Dr. LaWanda Cook at the Northeast ADA Center at Cornell University. Let me repeat what we will do. We will keep you on mute during these sessions and then take everyone off mute when we are done, and hopefully have a good robust Q and A session.

I know each of our presenters is ready for that. So with no further ado, let me turn things over to Sheridan Walker, CEO of Hire Potential who we have been privileged to have partnered with at GettingHired.com for some time. Sheridan has given us some good insights in past sessions and we will turn today to Sheridan to give an update on what's going on with the OFCCP and the EEO. Sheridan, it's all yours.

>> SHERIDAN WALKER: Thanks for having me. There has been a lot of action as it relates to disability and employment matters, and we have got a lot to talk about in the next half hour. Just to give an overview, under Section 503 of the Rehabilitation Act, there was a directive issued in July 2008 regarding your on line applicant tracking system, and that being accessible or providing an accommodation, affecting all federal contractors. I will talk about that a little bit more because things are getting more heated in that area, and I want to educate you a little bit about that so that you can make some good decisions within your organization.

And, of course, outreach has been a big issue, and there has been added information from OFCCP on the outreach to people with disabilities and veterans with disabilities and veterans in general which we will talk about more in depth.

The EEO and the amendment to the ADA happened and was signed in September of 2008 and went into effect in 2009, and that, too, has resulted in a lot of changes which we are going to be talking about.

I will briefly go over the interactive process. We won't have enough time to talk about what that means in detail, but there is more heat regarding that. And having companies, specifically federal contractors, but expanding to all employers in general, these rules address providing accommodations not just for your employees but also for your candidates. So we will talk about that as well.

And the Department of Justice is continuing to look at website accessibility issues. I think this will be coming up in the fall, everything is going to change and be signed in the fall is my prediction before the election. And so right now with web site accessibility, right now all public web sites in California under the UNRUE Law have to be accessible. Anybody doing business with the public, selling products, specifically right now in California, those web sites have to be accessible.

What's going to be happening in the fall is that all public web sites will need to be accessible. The reason for this is when the ADA came out in 1990, we really didn't have web sites, and those things weren't really looked at; and now a lot of companies are doing a lot of business online. A lot of our consumers are being driven to do business on line, for example, to do their banking. All of those things now have become a real integral play for businesses providing services as well as products so now they are going to be including web sites.

Proposed revisions to Section 508 have gone out for public comment. It's been in review since July of 2010, and it's my prediction that by the fall, we will have a law stating all public web sites will need to be accessible to all people.

Then the last thing that we'll talk about, in October of 2010, the 21st Century Telecom Act which states that all new products, specifically Smart Phones, internet, TV, video streaming, all of that has to be accessible, and that is a law.

We have got an aging work force. We have experienced people leaving the work force. We baby boomers are aging. Many will be retiring, but many will not be. We might be looking at doing part time or contract work as well as we may have some sort of disability or limitation. Some people won't call hearing impairment or visual impairment a disability.

So I use the term limitation with a broader scope. So we have this demographic of our aging population. We also have a growing number of veterans coming back with disabilities. We have the number of people with disabilities in general growing because they are living longer.

Our technology is giving people more abilities with their disability or limitation, and allowing them to stay in the workplace longer. So this population is ever growing. We also have pressure on Social Security, on SSI and SSDI. So with that all said, the government is starting to look at making companies more accountable, because the only way we are going to make a change is by changing our practices around hiring people, including veterans, with disabilities.

In April of 2011 the proposed ruling for hiring veterans was issued. So what they are looking at is having some mandatory infrastructure, for those of you who are contractors with the federal government, having 50 employees or more, or with contracts valued at \$100,000 or more, they will be looking at you to put into place how you are doing your hiring and recruiting and outreach for veterans, including veterans with disabilities. So with that they are looking at how aggressive you are being. It's no longer about checking the box. It's no longer having maybe a wonderful affirmative action plan but not doing anything in action. They are looking now at you being accountable for recruiting veterans. And veterans with disabilities.

So anything that happens with veterans, usually the next impact will be disability. And that's kind of what happened. In April of 2011, they came out with the veteran hiring proposal, and in December of 2011 they put out the proposal rule for hiring people with disabilities. So they really go hand in hand, so some things I'm saying about veterans will also apply to disability. I might sound like I'm repeating myself, but I want to make sure that we have the information that's being discussed right now out there.

So first we will have to have better outreach. It's not just posting your jobs at one state rehab office. You will post your jobs at the state One Stops, and of course with GettingHired.com, but it's also about having relationships. Because what OFCCP is doing is they are going to be calling and finding out if the places you say you work with really know people at your company and recruiters and how many candidates have they sent you? And how many have been interviewed?

They are going to be asking both sides of the equation now and keeping everybody accountable to meeting their goals. They are trying to get veterans to self-identify that they are a veteran. They won't self-identify because of the ADA regarding disability, but they may be more likely to self identify as a protected veteran. And hopefully you will get more response on that. There is a lot of talk among employers regarding self-identifying. Most of you are probably posting and you are seeing in that, gosh, we are not getting people with disabilities. Now, if you are posting on

GettingHired.com, you are going to have a better idea because they are coming from GettingHired.com and the assumption is that those people who are posting and submitting their resume to those jobs from GettingHired.com, you can determine that, yes, those are people with a disability.

But in a general sense, a lot of companies are frustrated because people aren't checking the box. And I will tell you, it will get better as you come forth with your recruiting efforts and walking the talk, people with disabilities will start trusting corporations. People with disabilities have to go to ten times more interviews than the average person in order to get a job offer. So there is a lot of distrust there.

There are a lot of companies that people with disabilities know post their jobs only to check the box. It's not really what they want to do. So there has got to be a lot of trust built, with you building relationships out there with folks, really interviewing and finding qualified candidates who happen to be a veteran or have a disability, and finally hiring them. Word of mouth will support your efforts, and people will become more comfortable self-identifying as a person with a disability.

Also increased attention to data collection on job referrals, applicants and hires. You really need to spend a lot of time on here because OFCCP will be holding people accountable for this and making sure that you are collecting data to assist in measuring the effectiveness of the affirmative action plan that you have put together.

OFCCP has proposed for federal contractors a hiring goal for people with disabilities of 7% of all new hires. Again, the same thing with the data collection. There are companies right now fighting that percentage. Did they pull that out of their hat? Yes, they did. They said they got it from some way they have calculated, but a lot of employers are very upset with that number, and I will say that that number may change a little bit, but it will be anywhere between 2% and 7%.

There will be a goal. They will keep you accountable and those things are not going to change. The data collection will be based on self-identification. We talked a little bit about that. Also try to get people not only in the early stages of pre-offer, but post offer, again, give them the opportunity to self-identify.

Record keeping is going to be, again, critical. You can see parallels between the proposed rule for hiring veterans and the proposed rule for hiring people with disabilities. It's pretty much the same. So whatever you are doing for veterans will probably apply for people with disabilities as far as recordkeeping of your recruiting data.

So you want to make sure that you are keeping records on how many people applied for positions, and the number of individuals hired from those positions. The other data of interest concerns accommodation requests. For the first time contractors have to develop and implement a written procedure for processing requests for reasonable accommodations.

Now, I say contractors, but the EEOC is following the lead of the OFCCP. They are all working together as one unit. So this will also apply for those of you who aren't federal contractors, you are going to need to have some sort of interactive process to the accommodation request.

Under outreach, you are going to need to use a minimum of three specific types of outreach in recruitment efforts to recruit individuals with disabilities. It's your choice of what three to use. I know, one, they are really demanding the State One Stop, so there is one, but the other two can be your choice. Obviously GettingHired.com is one, so now you have got two. So you will need to be looking at one more if you don't already have three in place.

You will be reviewed every 12 months on your personnel process. You need to be looking at your job descriptions and they are going to be looking at what you have done and accomplished over that last year. So with that said, that's a lot of information, and you have got to make sure that you are holding people accountable and following these rules here on outreach, job listing and annual reviews.

The other thing under the amendments to the ADA updates includes your interactive accommodation process, what is your process? How do people request an accommodation and what's your record in making that happen? And how fast is the turn around?

So these things are very, very critical right now. If you want to have a -- I'm going to throw this out, Jim, but if the group wants to have a presentation on the interactive process and what that entails, I'm more than happy to do that in a later discussion or later presentation. So if that's something you guys would like to have, just let Jim know and we can make that happen.

Now, usually what we have done in the past in many corporations is we have worked in silos, H.R. does their little thing, risk management does theirs, compliance does theirs, et cetera, et cetera. What's happening now with all of the regulations, whether you are a federal contractor or not, we have to look at our organizations as a whole. We cannot manage all of what we are expected to do as employers if we operate in silos.

And all of these people here are all key players. H.R. obviously a key player in recruiting and hiring and benefits, short term and long-term disability. Risk management and compliance. Compliance under OFCCP and EEO, your diversity requirements. OFCCP will now

have recruiting target percentages that you are going to have to follow.

What's happening with your current employees going on short-term and long-term disability? What is your accommodation process? IT, this is huge. A lot of people go, what, IT? Think about it. Everybody in your organization has a laptop. People with disabilities may use what's called assistive technology. As our work force ages, you are going to have more and more people calling H.R. and telling them "I can't see my screen anymore" or "I need magnification software" or "I can't hear on the phone I need amplification." So these people may not have a quote, unquote, diagnosis of a disability, but just as a result of the aging process they will need accommodations. People you are recruiting, some people will have certain products like Jaws, which is a screen reader for people who are blind. Are your systems compatible? Does IT know anything about accessibility and the applications that you are currently purchasing or developing within your organization? Are your web site and your applicant tracking system accessible? Do you know if your vendor is providing an accessible applicant tracking systems? If not, you are exposed. You are accountable, not they.

So IT becomes a huge piece of this equation as well as procurement. For example, if you are looking to buy a piece of business software from an outside vendor. What's procurement know about accessibility? Do they know the questions to ask? It's not are you 508 compliant? 508 compliance is a minimum standard. For web site accessibility, it's going to move up to a priority 2 which is a higher standard of accessibility, and it's a global law. Most countries, Japan and the U.K. all have higher standards, Canada, than we do here in the U.S. So procurement needs to be involved.

And then you have got P.R. If you have a bad experience regarding providing a workplace accommodation, or a bad hiring, if you look on any of the issues going on right now with EEO, you could potentially have exposure. P.R. is a huge piece of this as well as your legal department.

So as I'm saying this, there are key players that really need to be involved when you are now looking at this as a whole. Disability inclusion, whether it be veterans with disabilities or just your aging population acquiring limitations, this is getting bigger and bigger. And these players right here now in the corporation have to be involved because everyone now is touching this.

So here is an example that I wanted to use for you. We'll assume that GettingHired.com is the recruiting source. So I am going to use this example to show how this all ties together.

So right now you probably have an applicant tracking system. Most companies do. So I will go under that assumption here on the call.

And you have people that come in to your web site, and what happens if it is not accessible? So they might go to Ajax Company, come to the home page and what happens if there is nothing there that says, for accessibility go here? And what's really interesting is the Band-Aid approach, what I call it, when the 503 directive came out for applicant tracking systems, everyone was saying put a statement on your career page. Now, that's like saying we just bought this beautiful home, we have this wonderful accessible bathroom. We can get a jet in there, if you want, but, oops, we are sorry, we forgot to make the front door accessible. You can't get in to see our fabulous large bathroom that's accessible for wheelchairs.

So that was kind of an aha moment for a lot of companies, so you want to make sure that if you have a statement, please put it on your home page because that's the front door to get into the careers page to let them know how they can access that or if they have problems, what to do and where to call and who to fax and who to email. So that's the first thing in the applicant flow chart.

If you have an application accommodation process, which most companies do, unfortunately, as the applicant flow chart shows, it brings you to what I call a systemic issue. If you remember, in 2006, the EEOC went after a lot of people on the systemic issue. Because with an application accommodation process, resumes for candidates with disabilities don't flow the same as those for someone who doesn't have a disability.

So if you can visualize you have two resumes. Let's say Joe Smith and Suzy Chapstick. Suzy Chapstick has a disability and needs an accommodation. They both have the same skills. They both come in the same day. Joe comes in, submits his resume, it's a done deal. Suzy has to make a phone call. She has to find out where she can talk to somebody so her resume can get in. It takes a day or two, but now you can see Joe is already being looked at on line in the database because his resume is sitting there, and Suzy now has a delay in getting her resume in there the same time as Joe. That's a systemic issue. That's a problem. That's why I really don't recommend doing the Band-Aid approach of providing an accommodation of this type in the application process for someone.

Does it get you by? Yes, maybe on your first audit. But it may create an exposure for you with the EEOC. It may be okay by OFCCP, but EEOC is going to come in and see a systemic issue. So the plan really when you are looking at this is you really need to make sure that your flow, how you recruit from your home page all the way to submittal, is accessible. That's the best way to stay out of trouble. When this is done, you don't need to have a lot of manpower to support this because it's automated and you have no worries. You still might need to have the accommodation statement there because

you want to make sure you are covering all of your bases, but it will be a less involved process for your company internally if you can automate.

Obviously that's why companies all have automated the recruiting process so they can do a better job at looking at all resumes that are qualified. So full accessibility is really the way to go, especially knowing that by fall all public web sites will need to be accessible. This is something that your company needs to be looking at right now so you can get it in your budget. Again, that's another thing we can do for you. I will hand it off to Jim if this is something you want to know more about, again, we can talk more about this, but I wanted to bring you up to speed and have some awareness of why accessibility is now becoming so important, not only for the general functioning of business, but also to deal with these systemic issues.

So what to think about. Do you have a disability plan right now? And I say that in general. Do you have a holistic approach as it relates to your population, as it relates to recruiting, hiring, and retaining people and veterans with disabilities in your organization? Are you a company -- is your company educated about and informed of their roles as it relates to disability? From your risk management, short-term, long-term disability, do people know of assistive technology? Many people may never have to go on short-term disability if you know the solution before it becomes an issue. Do you have people in recruiting that would know what Jaws is when they see it on a resume? Are they informed? Are they trained? Do you have guidelines on accessibility, accommodations and recruitment? Have you had a gap analysis done? Do you know what your gaps are?

Have you had your web site evaluated for accessibility? All of this is you need to get a baseline where you are. When you look at who is important in your organization, you need to look at those folks and say are they aware, are they educated? Do you know? So food for thought, why is web accessibility and automation important to you? I think we talked about that a little bit, but it brings universal access, equal opportunity. So you don't want to have a systemic issue where two resumes of equally qualified people, one who happens to have a disability and may need an accommodation, and one who does not, where the two resumes are treated differently.

Accessibility helps you expand your market share. It helps you get more people into your door more quickly. Compliance with accessibility guidelines, international and soon to be federal, regarding virtual doors. So as you all remember in 1990, the ADA it really looked at the physical doors. The first thing I think we saw the public were the curb cutouts on the streets so wheelchairs

can go from sidewalk to sidewalk. The curb cutouts, we thought those were for wheelchairs, right? Now, who uses them? Who uses the curb cutouts? Moms and dads, you see Fed Ex, you see the bicycles, skateboards, everybody uses them. That's what we call universal access.

So now the virtual doors of our companies have to be accessible, just as our physical doors. Reporting is going to be crucial. Expanding your reach to qualified talent. Making third parties accountable to you, again, procurement really needs to get involved to make sure that in your contracts they have accessibility statements in there, and it can't be just 508 compliance. It really needs to be a higher standard, the priority 2AA standard. It is critical for you to state in your contracts that software you purchase must be accessible.

And why is web accessibility important to you? To help you avoid the risk of costly litigation, to provide a repeatable and sustainable solution, and to help reduce your labor costs. You can retain people that might acquire a limitation by providing them an accommodation rather than losing them on short-term or long-term disability, or having them leave you through retirement.

You may potentially be able to decrease the number of accommodations required to use your products and services. As you have things more accessible, your applications may not require an accommodation because it's already built in to the product.

So I think I'm done. Thank you so much. I think we have a few minutes now for any questions, comments? I would be more than happy to answer.

>> JIM LUNNY: Sheridan, hi, this is Jim. Thank you very much for the presentation. I had a couple of things I wanted to note, but first let me open the lines to see if there are questions from other members of the council. Anyone have a question for Sheridan on OFCCP and EEO matters?

>> Can you hear me?

>> Yes, we can. Who is this?

>> RAHMAN KHAN: This is Rahman Khan with Time Warner Cable. I want to ask a quick question about cost because I know that's going to be one of the big questions we get and I know the risk of not doing these things is going to cost in the long run. Can you give us an idea just what are some of the potential costs that I can prepare myself for as we talk to our leaders about this?

>> SHERIDAN WALKER: Cost as what it relates to what, I guess I need to ask that? Costs could be huge.

>> RAHMAN KHAN: Yes, potentially either just for the web accessibility piece, beyond the accommodation. We are talking a systems change, and I think we are doing okay, but as we further push,

even with the new regulations that are coming through, the biggest question is how are we going to do this? I have already heard people saying how are we going to do this? Are they providing resources to help us do this? Just trying to prepare myself for those kinds of questions.

>> SHERIDAN WALKER: Yes. Well, you can get your web site assessed and it depends if you want your whole web site assessed or just the applicant tracking system just to get a baseline, and the cost of that depends on how many pages you have. I would say -- for an applicant tracking system to get a thorough assessment to really see from your home page through to submitting a resume, also where it cuts into the third party that you are using, that's about \$3,000 dollars with a full report. Then you know exactly what the problems and issues are.

If you were to implement an accessibility software, again, it depends on how many licenses that you need and all of that. All of the types of web scanning for accessibility basically clears out about 80%. You still have to automate your JAWS testing. You still have to do that because these automation systems don't do screen readers for the most part, but 80% of accessibility can be done. And to me, one license with training is about \$36,000. It depends on if you are not a non-profit and the type of company and all of that.

But just for the software in a year and training and all of that probably around \$36,000 to \$50,000 to have a testing system for your organization and IT to look at all of your web based applications and web sites. Depending if you need a consultant, you know, that depends on what you need them to do. If you need a gap analysis depending on, you know, the details of that, that could be anywhere from \$5,000 to \$10,000 not knowing, you know, what you want to look at and how big your organization is.

So when you say cost, it's a lot of different things, and it's hard for me to really answer, but hopefully I have given you some specifics or some guidelines as it relates to accessibility, web accessibility and gap analysis.

>> That's helpful.

>> Okay.

>> Sheridan, thank you for that. Anyone else with a question for Sheridan?

>> SHERIDAN WALKER: Can I ask a question to the audience, Jim?

>> JIM LUNNY: I guess so, no rule against that, go ahead.

>> SHERIDAN WALKER: I'm just curious, do you have an implementation plan, and if not, is that something people would want? I'm just curious about the pain level of all of this. There are certain levels of pain, and I guess my question is what's the biggest concern you have, of all these issues we have been discussing?

>> JIM LUNNY: In other words, is there a desire on the part of the employer community for a gap analysis?

>> SHERIDAN WALKER: A gap analysis or an actual implementation plan covering hiring people with disabilities and providing accommodations. Do companies need an implementation plan so if they had someone like Suzy Chapstick who was blind and needed a screen reader and needed it implemented and she interviewed Thursday and she is going to be hired Monday, can they do that now or do they need someone who can help with an implementation plan, someone who understands their business? So an implementation plan for getting people with disabilities who might need accommodations integrated into their organization.

>> Well, let me ask the members of the Advisory Council who are on the line. Any comments on that by anybody? Sheridan, I'm not hearing any.

>> Yes.

>> Go ahead. We have someone.

>> RAHMAN KHAN: This is Rahman again, the only thing I would respond to that is we may, we may need that implementation plan. I think at this point though I don't even think we are ready for that yet. I think it's just getting our hands around it all, you know, we are not in a terrible place now, but really getting our internal process, as you said, all of the different parties to kind of be on the same page and to know what the left hand is doing to the right hand and making sure everyone is on the same page in terms of how we are addressing different issues, basically who does what when those situations occur.

>> Yes, yes. Thank you.

>> Bringing those folks to the table I think is going to be key for us.

>> JIM LUNNY: Rahman, I think you are right about that and thank you for that comment. What I will add is that certainly HirePotential is a resource that we can connect you with and you know how to connect with. And there are other excellent resources in the GettingHired.Com community. Certainly Sheridan and Hire Potential, we have been working with them over the years and if there are other questions on this, please do follow up with directly or through us, that's what these sessions are all about. So thank you for that.

The only thing I wanted to mention, since we are right on schedule, which is pretty unusual for us and I don't want to mess that up, I wanted to mention, Sheridan, in response to your question about the interactive accommodation process, yes, I made note of that. We may wish to schedule that topic in an upcoming Advisory Council session.

And, also, you talked about how the ADA helped to remove the physical barriers and now the virtual barriers and to provide

universal access. And as for accommodations provided in the workplace, the way we tend to look at that here is that accommodations are productivity enhancers that are used by all people to one degree or the other. I know I'm using one of my productivity enhancers right now, my glasses so I can read what the heck I have written down here. But we look at accommodations as being universal in nature and needed by all employees to one degree or another, and something that an employer, and all of you on the line as members of the GettingHired.Com employer community I'm sure would agree, something that we want to provide our employees so they can be as productive as possible. So, Sheridan, thanks a lot for the update.

Let me try to stay right on schedule, and move ahead to our next guest presentation. We are pleased to have with us today Dr. LaWanda Cook who is on the staff of the Northeast ADA Center as an extension associate training center. She has been there for a number of years and she holds a whole slew of degrees. I won't go through all of them because it's a long list, but Dr. Cook's background includes degrees in rehabilitation services and human resource management, and I was interested to see that she is a certified rehabilitation counselor. Her interests include work life balance of people with disabilities, among others.

We are pleased to have Dr. Cook with us today, and she will be speaking to us about the Just in Time program established by the Northeast ADA Center. So hopefully LaWanda we have you on the line and I will turn over control to you at this point. Everyone will be muted during this time and we will have questions at the end. You are on.

>> LAWANDA COOK: Thank you, Jim, I appreciate it. I am looking to see if my slide presentation is up. It's not on my screen.

>> FRANK WEICHMANN: LaWanda, we have it on our screen.

>> LAWANDA COOK: Okay, I have got it. Thank you very much. I'm happy to be with you this afternoon to tell you about our Just in Time program. And really it's a resource that we are hoping will help to address some of the challenges that we know companies are facing and trying to include people with disabilities and other forms of diversity. So obviously there is always a need for talent. That doesn't go away, even in a tough economy, we have industries that do need good people. And historically folks with disabilities have been under tapped as a resource in terms of the labor force. That's true even for folks whose educational level is similar to a non-disabled person's.

We also know that only about a third of the diversity and inclusion initiatives that companies have include people with disabilities in a meaningful way. Part of this I think is that disability has not been considered as a diversity group, which is something that the

disability community has sort of worked through and fought for in recent years. Returning veterans will also impact this issue as we have so many folks coming back from Iran and Afghanistan who have PTSD, post-traumatic stress disorder or traumatic brain disorder or depression which are disabilities that can be subtle but challenging and can be difficult for the person as well as the employer.

So these kinds of things are going to have impact obviously in the workplace as well as the federal hiring initiative. And this tool that I'm going to tell you about this afternoon hopefully will help address some of the ways that these trends will impact you.

With this particular program, the Just in Time program, in a nutshell what we are trying to do is increase the competitive advantage of companies by expanding their ability to tap into the resource represented by folks with disabilities or potential employees with disabilities, and improving the productivity and performance of your employee which allows them to stay on the job longer and also to have better attendance while they are working for you. But the other benefit, of course, or one of the other benefits is when you have a diverse work force, you are really in a better position to meet the needs of diverse consumers.

So a diverse work force can help you to reach out and serve consumers that you might otherwise not have thought about or understood enough to interest you in them as a consumer of your product or service. Including disability in diversity programs helps to renew the commitment to diversity that I think companies, since the 60's and 70's, have gotten a little bit away from, and this is a way to sort of recharge that. Recognizing these individuals in our community who have something to contribute, who have been treated like other minorities in ways that have limited options. Enhancing your corporate citizenship in terms of social responsibility and the idea too that people are in the work force for a great number of hours each week.

Work places really are communities. So when these communities are inclusive and really meet the needs of all of the employees, everybody actually benefits from that. We know from research around this issue that how you do training around diversity and inclusion initiatives is important. We know that these one shot deals that we are all probably used to where you come in and you have one training a year or one training every other week about some sort of diversity issue doesn't do a lot to truly impact the level of inclusion or make a difference in a work place.

So getting beyond that and looking at ongoing support seems to be a better approach. Moving beyond legal compliance is important in looking at the business case instead. Most of the work we do here at the Northeast ADA Center, we teach about the Americans With

Disabilities Act primarily, but we really emphasize that there are not just legal aspects but human and practical aspects of that law and of its intent. You want to think in those terms as well when you are talking about diversity and inclusion, also going beyond the human resource office and engaging your key players, making sure that your managers and supervisors have the information they need to be good stewards and good supporters of your diversity initiatives.

And then going beyond complex manuals and rules and all of these different things that can get in the way of people knowing what to actually do when they encounter a situation where they need to understand diversity and disability, and instead having these Just In Time resources that they can go and grab and use right away to address the situation quickly and effectively. That's actually what I will be speaking to you about, I'll be telling you about a product we have to help with that process to really be more responsive when real situations need to be addressed.

So this product we call it the Just in Time tool kit. The Just in Time tool kit really involves a two-step process. The first is that we engage with an affinity or core group within the organization, and the second is that we would then share with them a manager's Just in Time tool kit which I will describe a little bit.

So here you see just a brief model of sort of how this works. The idea is that the core group, this affinity group, which you may call a colleague networking group or employee resource group. Often there is an affinity group, in this case we are talking a disability related group, where you have people in the organization who have professional interest in diversity or disability.

If it's not a formal group, maybe you don't have that established already, we can help you identify core people who you would elect to serve as stewards of this essential group in helping to promote the Just in Time product and the Just in Time approach within your workplace.

In this slide here you see that the affinity or core group, that central group is going to be really, as I said, the stewards of the tools. So the first thing is they would help to build awareness around disability within the organization. Not just disability, but the concept of inclusion more broadly with an emphasis on disability. They would build an awareness of the Just in Time tools as well, helping their colleagues to understand that the tools are available, but also that they would share these tools so it's a colleague to colleague pushing out of the product.

Again, looking more fully at these two steps, the first step involving the affinity or core group, what we would do is have a workshop for that core group that lasts two to three hours, the interactive learning opportunity, and we would focus on a number of

different components that help to build awareness around disability inclusiveness in the workplace. And, again, promoting the distribution of the Just in Time tool kit among managers and supervisors. The training would be customized to the company. There would be some common components, but also some customization, and you see here some suggested modules or topics we would intend to cover in that two to three hour interactive session with the core group.

So we would look at the idea that it really is about talent and talent comes in all kinds of faces and places. So people may look different, for example, on the outside, but have an awful lot to give in terms of what they could contribute to your organization. Disability, workplace and business trends would be another area we could cover. The return on investment, helping employers understand the benefits of accommodating people with disabilities and the productivity that can come from that as well as the legal aspects, and then strategies and practices for including disability in the workplace. And always we like to include real life situations or scenarios that we understand are scenarios that might be of concern and likely to occur for people in workplace settings in particular, in this case who are managers and supervisors. And then introducing the Just in Time tool kit and talking about dissemination would be another component of this initial training for the core group.

We said that step two is about disseminating the tool and having this tool be used by managers and supervisors. The reason for this is your managers and supervisors are gate keepers. They are the key people making decisions and kind of setting a tone in the workplace about what is accepted and who is included, and, you know, what support needs to look like.

So we recognize that today managers, and I have been a middle manager, managers can be pulled in a lot of different directions, be asked to take on tasks, and sometimes it's hard to reach them or to have time to sit down and talk to managers. We find it's very hard when we are setting up trainings to have audiences that are primarily managers, because managers' time is so overextended really, the limited time they have.

So this group can be overlooked, difficult to reach and the idea with the Just in Time approach is we want to give them tools that they can use quickly and efficiently. Quickly, efficiently and effectively to meet disability related needs in the workplace.

We recognize these middle managers and supervisors are the people who make or break the diversity and disability efforts within a company. They are your, really your key ambassadors. They are the ones who help the other workers understand, all of the workers they supervise understand what are the values of this workplace community.

So they are critical people, and we thought a tool for them would be a needed resource.

So a little bit about the tool itself, the JIT tool kit for managers has ten tools in it, and each tool is designed to take ten minutes or less in terms of using that tool. So it's an efficient situation, you know, the manager has a conversation that happens and feels like he needs to -- there might be a disability issue he needs to address. There will be a tool he can just grab and go into that meeting that will help him know how to handle the situation.

All of the tools are based on situations and dilemmas that managers are likely to actually encounter, and the tenth tool in each kit is specific to that given organization. Also other tools in the kit do have points of customization, so the tenth tool is very specifically just for the particular organization that is getting that tool kit. So this is customized. I do want to emphasize that this tool kit is by no means meant to replace a call to H.R. We understand that managers are not H.R. people, and do not necessarily know the law, for example, well enough to represent H.R. and some of the issues that may come up.

So throughout the tool kit, there are reminders about working with the H.R. office, and in each tool kit we include the information about the H.R. offices and whatever accommodation protocol that organization has, those kinds of things are included in their tool. So this is not to replace that, but just to give middle managers who often are the first people to hear about disability related concerns and be put in a situation to address them. It gives them resources so that they can respond appropriately, not violate anybody's rights, get information they need and know what to do next, which, again, would include making sure that H.R. is also brought in.

Each tool in the tool kit consists of core points. There is a quiz to test yourself to see if you understood the items in that particular tool, and then a print and go sheet. It gives some quick reminders or pointers you can take with you into a situation, and a section around wanting to know more, which are resources to investigate further that particular area that the tool addresses. So here you can see the actual 10 tools in the kit.

The first tool is Disability is Diversity. And as I said earlier, disability hasn't always been considered part of the diversity mix. It's really a fairly new concept that we are looking at disability in that way. And this particular part of the tool or this particular part of the tool kit, tool number one, looks at the business case for disability. So just like the other forms of diversity, what are the benefits of having that type of diversity within a given workplace?

Tool number two, Disability in the Workplace, looks at myths and

facts regarding people with disabilities. We know historically we thought of people with disabilities as less productive or costing more money or things of that nature. So what's true about that and what's not true? Let's look at myths and facts around employees with disabilities.

The third tool is Let's Talk, and it has to do with interacting with employees with disabilities. And we find that this area, the area of interacting with people with disabilities is a challenging one for all audiences that we do work with at the ADA center. Even with service provider groups, even people who work often with people with disabilities, we know that sometimes knowing what to say and how to say it can be uncomfortable. We included a component of that in the tool kit as well.

The fourth tool is About Hiring, and, again, looking at the faces of talent, recognizing talents within the disability community and being able to tap into the labor pool, as I mentioned earlier, has historically been under tapped or under represented. People with disabilities have been under represented in our work force.

Tool number 5, An Employee just told me about a Disability. And this is a tool that helps you understand what do you do in a situation where someone has just disclosed or just shared that there is a health reason, a medical reason, disability reason for why they are having challenges at work and that tool goes through some detail. In fact, I'm going to flip through a tool kit and read for you some of the things covered in that tool. I think that one might be of particular importance to you.

So here there would be some consideration of the idea that you want to certainly create a context of trust for the person to share what they need to share with you, but also making sure that you are suspending your judgment and not making quick assessments about, okay, now I have a label about this person. Be careful about what you just heard and what that means in terms of what you can assume about their ability to continue on the job.

There is also information in this particular tool, tool number 5, about what does it mean to have a disability under the ADA. So looking at the ADA's definition of disability, knowing what you need to do now, knowing what you can and can't ask about. This section includes things like do not ask about medication. You want to focus on actual behaviors at work. You don't want to get into a lot of additional information that you don't need or have a legal right to at this point.

There is also a discussion in this section about legitimate safety concerns and direct threat, those kinds of things, as well as attention on who else can a manager tell? This is an area that we found had been challenging for middle managers. Okay, now someone

has disclosed to me that they have a disability and perhaps that disability is not readily apparent to other people. As a manager, who am I free to tell about this?

And so we have actually included some guidance around that in this fifth tool. So those are the kinds of things that are covered there because that can be a very sensitive situation, and we wanted to address some of the common concerns that we have heard from employers and in particular managers about that issue.

Tool 6, Having an Accommodation Discussion. This is looking at the performance, productivity and preventing turnover. So in this part of the tool kit we could be looking at things like, you know, what starts the ball rolling, realizing that a person doesn't have to use the term disabilities when requesting an accommodation. When asking for an accommodation, they don't have to use the term reasonable accommodation. So what is the language that sort of triggers the interactive process? And then what is the interactive process? We describe that as well, and also guidance around looking at essential versus marginal job functions. Some guidance about what type of medication documentation is it acceptable to request. And, again, who can be told about the accommodation, you know, can co-workers be told? Some specific guidance around what exactly the conversation could sound like and what it could include, and then the importance of checking in with the person because we do know that once you have made an accommodation, and, again, the accommodation needs to be an effective accommodation for the person. Once an accommodation has been made, there may be need to modify it as time goes on, so we discussed that also in tool 6.

Tool 7 is a Accommodations Options. It talks about the fact that every accommodation is individualized. It's a case-by-case basis when you are talking about accommodation. So while you might have two individuals who have mobility impairment, what they need may not be identical. What they need, they would be different based on their own individual experience of that limitation. So there is guidance around that and some resources of where can you get accommodation ideas as well as suggestions of common types of accommodations for certain kinds of disabilities.

Tool 8, A Performance Issue might be due to a Disability. Unlike tool 5 where the employee has actually disclosed disability, with tool 8 we are talking about situations where you as a manager believe that the employee seems to be struggling to do his or her work, but they didn't disclose a disability and you are not sure if a disability is at play.

So we give guidance on how do you have a performance based conversation, talking about the performance and what is going well, not well, then how to pose key questions and listen back for

information of whether something else might be going on. And also guidance, the other thing that's in this tool is guidance around when an employee can be held accountable for performance issues that have occurred up to that point. So those kinds of thing are addressed in tool 8.

Tool 9, An Employee might have a Mental Illness or Addiction Problem, so thinking that through and what would the resources be like around that issue.

And 10, I said, it's a totally customized tool in the tool kit. And these are further resources specific to your own organization. So this would have the specific details of a given organization's reasonable accommodation process, H.R. contact and so forth, the specifics of the organization.

The last thing is I just wanted to share with you that we do have an evaluation process for the program, and what we have been doing is collecting confidential anonymous data that focuses on our program, not on the skill or organizations that are using the tool. What this involves is a brief pre and posttest survey with the core group session. So I mentioned earlier that we do a two to three hour session or training session with the core group, so they are given a pre and posttest and then there is an optional online survey that managers can take and a couple of different points to see how they are using the tool and whether or not they found the tool to be effective.

That's pretty much in a nutshell what the Just in Time Tool Kit is all about, and I think we have time for questions, Jim?

>> LaWanda, thank you very much, we do, this is the best we have ever done with respect to staying on the schedule we set for ourselves. We have ten minutes left so we do have time for questions. I want to thank you, LaWanda, you stepped in late in the game to cover for a colleague who is ill, and so I thank you for doing that. I thank you for that very helpful presentation. Frank, do we have any questions that have come in via messaging?

>> No, I don't, the phones are unmuted as well.

>> The phone lines are unmuted. Do we have any questions live from those on the line? Okay. I'm not hearing any questions.

I do want to just say that, LaWanda, when you and I spoke about this earlier, I think I had mentioned that some of the points of the ten tools in the tool kit, some of those points we have covered before, but many we have not and are certainly very relevant.

There are one or two that interest me in particular. Thank you for addressing points about what the manager, supervisor does upon just being told by an employee about a disability, a real life situation that I know for all of us could come up, so I know that's valuable to have some thought out tool that we can turn to on that

point. And then the second one, the issue around performance issues that might be due to a disability, another component of the tool kit we haven't talked about before, but certainly real life situation.

So thank you for that, and I'm sure that you all are prepared to talk about this more with anyone that might have particular questions that want to go to you directly. I think the information for Northeast ADA Center we have on the screen right now, the 800 number, and if anyone wants to just connect through us to you, LaWanda, or to your colleagues up there, we would be happy to do that.

>> LAWANDA COOK: Yes, let me just say, Jim, that we are working on creating a sample of the tool kit that people can access on line, but that will be awhile before it's available as a general demo basically. So in the meantime if there is anyone listening who wants to know more about the tool kit or think about whether it might be a useful tool kit for your organization, please feel free to call the toll free line and we will be happy to work with you on that.

>> Okay, LaWanda. Well, thank you again for some great information. It looks like we will wrap up just a few minutes early, which is fine. Let me thank Sheridan Walker, CEO of Hire Potential for her presentation and LaWanda Cook of Northeast ADA Center. If you all want to connect with them directly, please do, or through us, we will be happy to share that contact information. Both of the presentations plus the short update from GettingHired.com will be posted on the Advisory Council site as soon as we can pull the information together and get it up on line along with a full transcript of today's session so all of that will be available on line.

Let me take the opportunity again to ask any of you who are interested and willing and have some news to share or best practices to share from your organizations, we would love to have you on the agenda for an upcoming advisory session. Our next session is scheduled for September 18th. Between now and then I wish you all a great summer and I hope all of you have nice vacation plans during that time period and we will look forward to connecting with you all again on September 18th. Thanks again for your time today and have a great rest of the day.

(Concluded at 2:25 p.m.)

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