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GETTING HIRED, INC.

GETTING HIRED SERIES

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(Pause.)

>> AMIRA: Hello, everyone, and welcome. I just want to let you know that we will be starting the presentation in just a few minutes. So thank you so much for your patience.

Please stand by for captions.

>> AMIRA: Hello, everyone, and welcome again, this is Amira Fahmy, director of community development with getting hired. Thank you so much for joining us today we're very excited to have you here, we're talking about a topic that is very exciting and something that is a game changer, and that is 508 and the opportunity for employers to be able to survey their work for us and ask the question and find out if their employees have a disability which is something that has never been done before. As we launch into this new front tier we want to make sure that we're setting you up for success and teaching you the strategies that you can implement and make sure that your employees are going to feel comfortable disclosing. This is a very personal decision to make, but it is something that is going to take some effort on the part of the employer. So he to help you along the way, today we have the global disability inclusion, who is one of the for seeable most access when it comes to disability in collusion, probably most famous disability inclusion programs at Walgreens, so, Deb, thank you so much for being here with us today. We're very excited to hear your presentation and with

that I'm going to go ahead and pass the controls over to you, if you'd like to get started.

>> DEB: All right. Thank you. Really appreciate it. And I forgot how to do this, share application.

>> AMIRA: Yes, that's it.

>> DEB: Thank you, so sorry, apologize to everybody on there that I am a.

>> AMIRA: I'm sorry. We still have a few people joining, so you should be okay.

>> DEB: Well, good, I can keep talking, too, as I find the presentation there.

>> AMIRA: It's looking good. Excellent.

>> DEB: All right. So, welcome, everybody, I really appreciate everybody attending this webinar today. It's a topic that has been around for quite a while and has definitely taken a very different turn at this point in time, due to section 503. I'm sure all of you remember the days when we were told to don't ask, don't tell. And really wanted not to know if people had disabilities, only if we needed to know whether a an employee had a disability or not. And that mind-set and that kind of lesson really is -- oh, sorry about that. It's really something that's going to be very different and a game changer for most employers and companies engaging in the practice and learning about how to be much more efficient and successful in entering a dialogue with their employees about disability.

So, let's review the agenda just very quickly.

So this is -- we're going to start out talking about section 503. I don't think you could talk about self-identification at this point in time without talking about section 503. For those of you who are not Federal contractors please don't be alarmed, I'll also be talking about things that are relevant to folks who aren't necessarily Federal contractors, good best practices that you can leverage, no matter what, but the context of all of this really is -- it's new regulations within section 503. We'll talk about disability disclosure trends, we will talk a lot about internal disability disclosure approaches, what companies have done and what companies will be and are doing to approach this from an internal facing perspective. Also external facing components of these campaigns, how do you send out external messaging, and present your company in a way that allows people to feel like you're definitely wanting to know this information, and that you're going to be effective in using it. In an inclusive manner.

We will talk about postdisclosure and I will wrap up with the top five.

So, just as Amira introduced me, I am Deb Russell and I used to work at wall green's helping to lead their effort. I was there for seven years, and during the time that I was there, we created a way for our distribution

centers to become very inclusive of people with disabilities. We had set a goal that our distribution division would have 10% of its workforce be people with disabilities. When I left we were at 11%. And this year they got to 12% of the so I'm very excited that my leaving hasn't interfered with the continued growth of the effort at Walgreens to the distribution division. And also while I was there we created a program to help the stores figure out how to become inclusive of people with disabilities in their workforce.

And that was really kicking onsite when I left the company.

So when I left Walgreens I went onto foreign global disability inclusion with Gregg O'Connell who is currently in Ireland right now. She won't be able to be on the webinar with us, but between us, you're really getting the two for seeable most experts in disability inclusion, who have externally one companies created sustainable programs to ensure that people with disabilities are treated in a manner that's fair to shareholders, customers, employees, etcetera. This isn't about charity. This is definitely about making sure that companies can gain a competitive edge in -- through inclusion.

We've worked with a lot of different companies. When I was at Walgreens one of my major job responsibilities was

actually to work with companies who wanted to learn from Walgreens. So I got a lot of exposure as to how different companies operate and how to help tweak and facilitate inclusion practices within the company and their policies and procedures. Meg had a lot of opportunities through various positions in her career to be internal to disability efforts and growing inclusion through the companies she's been employed with.

We also got a lot of other folks on our team through global disability inclusion who hit on a lot of different topics and specialties that are not necessarily specialties for Meg or me -- sorry about that, Meg or I and we just want to make sure that we can offer our clients the most well rounded suite of services.

So we believe that we are the company that's got the most experience in doing this directly and demonstrating success through it.

So why are we talking about this? Why is disability inclusion important? And it's important, because of several factors. One is that people with disabilities make up almost 20% of the U.S. population. There is a lot of talent, a lot of people, a lot of spending power, there's a lot of attention that companies should be paying to folks with disabilities. And if you add in the people who are

interested in the benefit of people with disabilities, you get a much larger part of U.S. population.

Unfortunately, people with disabilities right now have over double the unemployment rate of the rest of the country.

We've on this slide demonstrated the breakdown of your major diversity groups.

And people with disabilities actually makes up the largest proportion of that. So it's unfortunate that it's such a high unemployment rate for a very large group of people.

And also, we want to point out that there is a very large proportion of veterans who have disabilities and I don't think that's news to anybody that's on the phone. But when we're talking about people with disabilities in many causes we're also talking about veterans with disabilities.

So section 503. If you are a Federal contractor you're probably pretty a department at understanding this, but I'm going to briefly cover the primary requirements. Utilization goals, everybody's now striving for 7% in all job groups.

And there's a lot of data collection requirements, incorporating the EO clause is important. Access to records is important. And leveraging the new definitions

and information in the Americans with disabilities act amendment act. But we think the most crucial part and what this webinar is really focusing on is the invitation to self-identify for candidates as well as for employees, and that's what we'll be focusing on today.

So, what we do at global disability inclusion is to really help companies move from where they're not even concerned about compliance, or if they're smack-dab right now in the bucket of compliance, maybe to come to a competitive edge. We were very fortunate to have this model featured in the Huffington Post, which we're very excited about. The evolution of disability comparativeness is something that all companies can go through and from our opinion all companies should go through. We realize there are still some companies out there that don't think this is important. Most of those companies are not Federal contractors. The majority of folks that we're talking to are in the compliance bucket right now. They are focused on the regulations and requirements, of those regulations and requirements making sure all their I's are dotted and T's are crossed and focus in requirements and audit. How do we make sure we can pass an audit, a lot of that right now you fortunately relies on I T-Systems and data collection mechanisms. But when you move from compliance to competence some when you really start to demonstrate

that people with disabilities isn't just a compliance exercise. That being inclusive allows the company to gain some general knowledge and skills, abilities about how to develop this kind of programming, how to ensure that doing so isn't just a tokenism effort but is truly one of bringing inclusion into the fabric of the company.

When companies move into the competence level they are really mastering disability inclusion. They've got embedded resources, dedicated professionals focusing on people with disabilities, etcetera. And when you finally get to that competitive edge this is when people with disabilities inclusion just all across strategies. It's the turning piece of it. It is the marketing piece of it. It is every component that disability in solution is considered incredibly valuable for the company and just graded throughout everything that they are doing related to business strategy and ensuring that they are the most competitive company within their industry.

So let's talk about self-identification for a while. And in this webinar we are interchangeably using the term self-identification which is the terminology from section 503 with disability disclosure, because prior to section 503 everybody called it disability disclosure. So I use the terms to make sure everybody understands what we're talking about.

But it's really the key to everything with the success of the intention of section 503. Section 503 wasn't created just to create another requirement for Federal contractors. The intention is to change the unemployment rate of people with disabilities in this country or inversely to change the employment rate of people with disabilities in this country and to increase opportunities for people with disabilities who have a lot of skills and talent to offer to the American workforce.

So, several identifications. Three requirements. The pre-offer is where you have candidates who are coming into your ATS systems-wise -- I'm sorry, and asking to disclose the fact that they are a person with disability or to self-identify as a person with a disability through the required language that OCTPS provided. However, unfortunately we don't expect to see right now a lot of self-identification of individuals. Meg and I recently did a very big seminar for individuals or entities that help people with disabilities find jobs, and within that crowd, about 40% haven't even heard of section 503 which to me is surprising, but everyone in that audience except for two said that they still continued to advise their clients, people with disabilities, not to disclose the fact that they have a disability unless they need to request a reasonable accommodation.

So that alone is a huge barrier to companies having success in that pre-offer stage. Because you just don't have a lot of opportunity to explain to a candidate why you're asking this question, and to really develop the trust that's necessary to get people to want to disclose that sort of information. So it's unfortunate that we don't expect to see a lot of progress in that area initially but we think through the campaigns and things we'll talk about today in this webinar that that will help facilitate better accuracy in the reporting from the candidates in the application process.

Then in post-offer, again, anybody that you provide a job offer to will be provided the opportunity to self-identify as a person with a disability throughout that onboarding process.

Hopefully through some of the communication and experiences that these candidates have, through that -- through that process they will build a little more trust with the company and hopefully you'll see a, you know, a little bit of an up-tick on the disclosure rates, self-identification.

But we still don't think that there's going to be a lot of -- a lot of folks who are going to change their mind from the pre-offer to the post-offer stage.

So where do we see that there's a lot of opportunity through the required surveys that we have for the first year as well as at least every five years to survey your entire employee base. We think that that's where you're going to have a lot more opportunity to demonstrate the composition of your workforce.

The surveys every five years, that's your minimum requirement.

We're going to talk about engagement surveys throughout this although that is not required. Through section 503 it's a great opportunity. And we're going to talk about the marketing campaigns that encourage people to self-identify. That's folks with disabilities. And it's here where you really have the opportunity to demonstrate the changes in your climate and your culture.

Could somebody please mute, whoever's typing if you could mute your phone I would appreciate it or your speakers on your computer, we're picking that up. Thank you.

So, you're going to find that your employees are more likely to disclose than your candidates. At this time it's going to take a while for that key change across people with disabilities and what they have done for decades to now a new idea.

So, I think this is familiar your everybody, but I didn't want to make a mistake of assuming everybody has seen it. This is the required language that we have for people to self-identify as a person with a disability.

If you -- it narrows the language of the Americans with Disabilities Act. Has a lot of examples, and then the opportunity to check one of three boxes, yes, I have a disability. No. I don't have a disability or I don't wish to answer.

It is our firm opinion that this wording could have been a little bit more friendly, and a little less overwhelming to the folks, but it is the language that is required. So we all need to work within this context and do the best we can to make sure the people understand the context of why we're asking this question and what we're going to do with the information, once somebody responds to it.

So one of the other mechanisms that people with -- that companies have used is employee satisfaction and engagement surveys, not required by 503, but it has become such a huge focus for most companies realizing to the value their company having engaged with employees, and leveraging those surveys to collect data on all of their employees, a lot of demographic data and therefore some companies have leveraged these to ask the question: You know, are you a

person with a disability. Companies generally have other mechanisms to allow employees to disclose prior to section 503 being in place. The reasonable accommodation process, of course, is a place where people can did you say close and through these kinds of surveys as well as through their HRAF. This has been the final three. This is it. This is what people mostly leveraged with at those engagement surveys. To say to your employees, hey, how are you doing and by the way, why don't you tell us a little bit about yourself. It was a very simple way to do it. It was a good way to create a benchmark, because people tend to be anonymous, people didn't have to worry about that information being tied to their name and bringing them back or coming back to haunt them or having some other kind of negative implications. But even before 503 only about 20% of the companies asked this question through their surveys. That part of it was very surprising to me. Because you did hear companies reporting numbers on their workforce. But such a large number of companies didn't want to ask the question. They were afraid of asking that question in these manners.

So, section 503 on top of everything else really is going to present a lot of information, a lot of data. Now the companies are required to ask this question, and to collect the information and to report the information and

make the information available. It's really going to be a game changer in how inclusion and your workforce with for people with disabilities is viewed within your company.

So let's talk about self-ID campaigns.

How do you get your employees to feel comfortable answering that question? Yes, I have a disability. No. I don't have a disability. 'Cause you want people to respond either yes or no. They prefer to not answer isn't very helpful and doesn't provide a lot of information.

So most companies at this point in time are engaging in or contemplating in engaging in self-ID campaigns or disability disclosure campaigns. And so the three things we think really support this kind of a thing is to explain to your employees why you're asking the question. Make sure that you're always focusing on talent. Acquisition of talent as well as the development of talent, and that you're demonstrating your diversity commitment not just to your people with disabilities ought all areas of diversity. These campaigns are very important to explain these things to your employees and make sure that it's not just here is the company that is trying to get into my business and ask these questions. It is truly a matter of wanting to know more about your employees so that your employees can be putting their best selves forward. It's also to answer the question of what's going to happen to this data and to let

your employees know what your goal is. When you're looking at a self-ID campaign, hopefully, you're setting a goal, saying, you know, this year we've gotten this many folks to disclose or self-identify as a person with a disable. And you'll know that in the future you'll want that number to go up. You're sure, whenever you start the process you're sure that you have an underreport. So what are the trends in self-identification?

It's in two different buckets. One is the internal facing campaign or messaging and the other one is external. So we'll talk about internal first. Paragraph before 503 there was a lot of benefit viewed by companies for an inclusive culture. And, you know, Walgreens is a great example of that, but there are plenty of other companies that saw the value of inclusion, of people with disabilities in their workforce and were looking for ways to measure their success in those efforts, in ensuring that they were being inclusive of people with disabilities.

The successful internal campaigns always conveyed a message of trust. When we wrote the question at Walgreens and we took about three days of really pondering how are we going to ask this question, why are we asking this question, and what's the best way to communicate that to our employees we ended up with a message that basically said Walgreens has a goal, and that goal is about having an

inclusive workforce of people with disabilities. And we realize how important it is not just to say that we have a goal but to be able to report on that success.

And, therefore, we need you to answer this question so that we can report in bulk the success rate of our efforts to have an inclusive workforce of people with disabilities.

And so it was very -- very much a message of ensuring that people knew why we were asking the questions, and we assured within that messaging that people's information was not going to be shared with anyone unless there was an absolute need to know.

And like with medical professionals. If something happened at the workplace or in an emergency evacuation purposes, and -- but this was a confidential -- a confidential survey.

And we also -- the other thing that I think really helped with that disclosure rate that we had there was that we created a culture where disability was okay. I mean, it was just a piece of you.

If you had blond hair, or you had a disability, that was about as notable as it was. It was just another characteristic of an individual. In fact, in some of the buildings where we have a very high percentage of people with disabilities in the workforce, some of the employees

who said that they didn't have disabilities said they kind of felt left out. They weren't part of this major focus in the cell abrasion that we had going on there.

So, that -- that -- that opportunity at wall green's was a lot of fun and really having that messaging and creating that messaging and reinforcing that messaging was one of your first internal self-ID campaigns that now needs to change a little because the question asked -- the questions being asked are changing a little. But just being consistent with that message.

Looking at external marketing, external self-ID campaigns, remember again, remember, I was talking about how your applicants and your folks who have just been made offers at your company will be asked the question, you know, do you identify as a person with a disability according to this definition.

And so a great way to influence the -- the response rate in there is through external marketing or external campaign.

And right now we're seeing companies that are ensuring that their website language is inclusive and substantive to the disability culture. Looking at making sure that people with disabilities are included in marketing materials and marketing campaigns. That a lot of this is very customer-focused about customers with

disabilities or customers who care about people with disabilities and worry about building a business case around that. And I'll show you some examples of that pretty soon.

And also, that through this -- that companies are saying, yeah, we're talking about people with disabilities because we're talking about people with disabilities because they're capable, because they're -- because they have skills and talents that we want to leverage. And it's just not that big of a deal. It's really great to see companies that are including people with disabilities in their external marketing campaigns and not making a big deal about it. Because we don't want to draw attention to the fact that they declared a person with a disability they want to make it look like or appear like this is just how they do business now which is a great confidence builder for people with disabilities who are coming into your workforce.

So let's look at the internal self-ID marketing campaign a little bit closer. There are four key elements that really help with your success. It's defining your message. Again, why are you telling me -- why are you asking your employees this question, why are you asking your candidates this question.

The beginning of the language, is you know as a Federal contractor we're required to ask this. Well, that's a really unfortunate way to have to start out messaging. And so making sure that the additional communication that people receive is that because your company cares, your company values every aspect of an employee, values the skills and talents and abilities that people with disabilities are bringing to the workforce, that message really needs to be very clear and concise, and hopefully doesn't focus too hard on the: We have to do this. We're required to do this sort of thing.

And it's really helpful to bring your senior leadership into this, not just have it in a chart campaign but have it come across all of your business lines from the executive down -- if you've got executives with disabilities and they're willing to disclose that, then you've definitely gained a huge advantage. And you've definitely been successful in your messaging, because if your executive trusts you to disclose that information and to be part of this, then you've -- you've been successful in defining your message and explaining why the company cares about this kind of information.

You want to align it with the organizational culture. You want to tell a story that's meaningful for your organization. How does this line up were it your core

values, how does it line up with your products and services?

You know, some companies have the huge advantage that everything that they do, that they can make sure is accessible or sensitive to people with disabilities increases their market share. And so, especially tech firms who are looking at accessibility products that really, if you have that business focus, then you want to make sure that it's aligning -- your messaging is aligning with that.

Timing and frequency of your self-ID campaigns, this is not a one and done approach. You need to make sure that the messaging is consistent for a very long time and that you're asking this question more than once, obviously you're required to do that by law if you're a Federal contractor but also because you don't want people to think that this is a Flash in the pan kind of -- an idea and that it's just going to pass. If something is truly of value the inclusion of people with disabilities is a way to help strengthen their bench and ability to respond to customers then that's the frequency of this campaign really does demonstrate that.

In addition, cultural shifts take time. You can't just turn a light switch on and expect that all of your employees are going to share their (inaudible) and

disbeliefs and misbeliefs about people with disabilities and be able to change on a dime from a culture that really discouraged talking about disabilities in the workplace.

So, having a very robust plan, a good communication strategy around this is is incredibly helpful. And then find that -- indicating and celebrating the wins. You don't want to accident information and hide it. You want to celebrate.

(Audio stopped.)

>> AMIRA: Hello, everyone, I am so sorry for the technical difficulties, I think that we might have lost Deb. Deb, are you still there?

(No response.)

>> AMIRA: I think that her call might have dropped. So let's give her just a couple minutes, and hopefully Schell be able to rejoin us and we will be able to restart the presentation. So thank you for your patience. We will be a couple minutes.

>> DEB: Am I back.

>> AMIRA: Yes, you're back.

>> DEB: Oh, thank you. So sorry about that. I don't know what happened, but all of a sudden it's telling me the call had failed.

So back to talking about communicating and celebrating these wins. When you have an inclusive campaign, and communicating it to folks, you want to let

them know what your result has been. In aggregate you don't want to point people out individually. But you want them to know this is something that the company values for positive reasons.

So, in addition to what we just talked about, there is some infrastructure supports that are really helpful. And champions, again, getting an executive to disclose their disability. That's just -- that's your -- that's your gold medal right there. That really will move things along. Again, it demonstrates a trust. It demonstrates a trust in the messaging and it demonstrate that is people with disabilities are in all levels.

Especially encouraging to people with disabilities that are ending your workforce the to see leaders with disabilities as scan pills of where they can take their career within your company as well. Awareness training is very helpful. You hear this over and over and over again, it seems to be the most popular things that companies are doing to try to enhance their in collusion, it takes away the stigma and demonstrates the company's commitment to the strengths, the talents of folks with disabilities. And finally a reasonable accommodation process, although this is not really required any what where, except through the Americans with Disabilities Act, if you don't have a good process, if you don't have a smooth process that people are

aware of, and it's well communicated with expectations, how the information is stored and kept and what happens, all of that, reasonable accommodation process and a smooth one makes a huge difference in demonstrating your commitments and in conclusions.

So, samples of successful internal surveys. We already talked about Walgreens so we don't need to go further into that. It is all pre-503 that I was discussing and it was just within the distribution division. But we have an incredibly tight focus on employing people with disabilities when we started and although that expanded to the store working at the HR systems-wise with some of the other teams in the different lines of business did make it a little bit more challenging to ask the questions through retail.

Florida blue is a great example, and I know that they have been very helpful in telling some companies that have been asking about it how they have been running their internal campaign and it's -- a lot of it is just luck that they've got a -- an executive who has decided to disclose a disability, in a very public manner and is comfortable in doing that.

Again, we're sure that there is executives in every company who have disabilities, but still it's hard to go

against that old culture of the stigma that can be associated with that.

So we're looking at, you know, and then Booz Allen Hamilton also has the question. So it wasn't attributed to a person's name, but they had a great opportunity for 15 years to look at the results they were getting through those surveys as far as people disclosing their disability status and really help that company leverage disability is a very important demographic of their strategy.

The third company on this slide, we don't have permission to name them. But they've got a really interesting campaign going on, so we want to just talk about it a little bit. And that is that they just got a wonderful format to ask this question, and it's framed in a way that really focuses on strength and turns the disability around to demonstrate it as a strength versus what could be perceived as a weakness. So it's just amazing to watch, to see that campaign and see how they're doing it. It's really reflective of their culture. The culture is sort of fun, and this -- it's really asks the question in a way to say, you know, tell us about your disability because we believe that makes you stronger, it makes you better as an employee for us, so that messaging is consistent across there, across their campaign. And it's really, I hope at some point in time we have the

opportunity to disclose what the company is, because it's just incredible, what they've done.

So people start to disclose. Now, what do you do, it's not just you ask a question, get the answer. You have to also look at how is this information going to be used. It's so important to say over and over again how a personal and confidential disability information is. And all that. That this information can be kept, you're required to do that but convey that and have people be confident in your company's ability to use this information appropriately.

The section 503 requires that a form is used to ask this question but we also recognize that asking this question through the (inaudible) required and entering the mechanism that companies have using the campaigns, you will get conversations about disability. People aren't just going to fill out a piece of paper. They are going to have (inaudible) with their coworker, I got this question, I want to know why you are asking it. I have a disability. What do you want me to do about it. Why do you want to know about my disability. I'll be confident that the company is respecting my disability. I'm letting you know here in person that I'm a person with a disability. You need to prepare your workforce for that. Because up until now because disability has such a stigma, people kind of get caught off-guard. If their employee or supervisor 0 if

their co-worker discloses the fact that they have a disability and it a forward the workforce agent you will also have people in your workforce for quite a while and coming in and having the disability conversation at work. So it's always helpful to help people be prepared for the responses that are appropriate and that are welcoming and not necessarily ones that will turn people off. So giving them some tip on how to respond to things. Thank you for sharing, is there anything you need to help you do your job better? Wow, thanks for sharing that with me. Did you know that this company has a huge effort right now to employ people with disabilities, did you see the commercial we ran about that, and there's a great way to talk about it over all. So looking at external campaigns, I'm kind of rushing, I'm sorry, but I want to make sure that we get to the end to have any other questions.

External campaigns have more than one audience, it's no longer just talking to your workforce. You are now talking to your workforce, to your customers, to other businesses, you are talking to a lot of different entities, and so, the -- excuse me, the messages may change a little. Because you want everyone to know that you're inclusive of people with disabilities across all of those dimensions. And that you need to make sure that these messages, again, are reflecting that you believe people with disabilities

have strength and talents, whether they're as your customer MEARS' or workforce or another dimension. You want to be relying on the external branding. Again, talking about the companies who benefit from ensuring that what they're doing is accessible or improves the lives of people with disabilities on -- or involves universal design, all of those kinds of components. If you can bring it back to actually the purpose that your company exists, that's, you know, really a way to ensure that you're providing consistent messaging externally.

Again, timing and frequency. You don't want to just run a commercial during disability employment awareness month. You want to be sure that it is on all the time. That you are using the same channels for external messaging that you do -- excuse me, for external messaging on people with disabilities as you do for all of other demographic groups for -- or the audiences you're trying to reach.

You want to make sure that when you're creating these kinds of campaigns that are external facing, that you communicate (inaudible). That you are being successful in doing these things whether it's through your website or commercials or other mechanisms that you have for external communications, those points are all really important.

Another factor to consider or other factors to consider in the external campaign is to make sure that your

things are accessible. Make sure your website is accessible that it's disability-friendly. Make sure that your facilities are accessible. There is nothing worse than finding out your facility is not wheelchair-accessible and you have a wheelchair trying to come in. And to make sure that all of your messages and your images are appropriate for people with disabilities. I recently had a client who had people with disabilities or people with what appear to be visible disabilities were all in hospital settings. And so we had a good conversation about how they might want to make sure they have images of people visible or obvious, apparent disabilities in other formats as well since not all of their marketing was surrounded by -- or was in the healthcare setting.

So those kinds of things. People don't on purpose make these mistakes, but those are the things to keep in mind as you're going along as you feel people with disabilities are strong and talented and bring a lot of benefits to your workplace.

So are some successful external campaigns. I hope you all had a chance to see the General Mills commercial on the nature valley campaign. It's revealing at the very end of the commercial blatant about the fact that they are trying to make sure that people understand they are targeting their product to everybody, including people with

disabilities, and that they've demonstrated -- the impression to people with disabilities through their product. Nordstrom. They are very quiet about what they do, but have incorporated people with disabilities in their catalogues for I don't know, longer than a decade, a very long time. And they don't toot their horn about it but they do a great job. And through that they are demonstrating that people with disabilities are beautiful in the catalogue, and just like the models in the catalogue and that are capable of, and customers to demonstrate their beauty and style through their products.

P&G, who have done a great job. In the last year we have three examples alone of them leveraging different products and using celebrities or athletes with a disability. P&G is a huge supporter of the Olympics and of the Paralympics, and they ensure that their not making campaign mirror each other. Really gait ads they have created demonstrating the capability of the Paralympian. But also demonstrated through other opportunities they've really leveraged athletes with disabilities. Most recently Bethany Hamilton and I'm going to forget his name but the player for the Seattle sea hawks who's deaf. They have done a great job of demonstrating the abilities of capable, well-known people demonstrating with their products to really align that messaging that people with disabilities

are a valuable, valuable part of -- in and their inclusion is valued as well.

And then finally Microsoft does a great job as well, they had some great ads during the Olympics as well. Really talking about their products, and how their products are acceptable, and aimed at improving the lives of people with disabilities. The organization to create these products and that they urge people with disabilities to use the products as well. Microsoft is very future did-looking and future-oriented and their marketing campaigns including people with disabilities with their product has been really stellar.

So, what can you do to begin to increase your organization. We have five recommendations the slide is 20 long, but the slide wouldn't be readable. We made it five. It's so important to today's stake-holders, one of consistent mistakes that we see made by companies when they create especially external-facing marketing campaigns to include people with disabilities in the campaigns but they haven't really thought it all the way through. The folks who were involved in creating the campaigns may not think it full with a well round of experience with disability and therefore, unfortunately neglect one aspect of things. And the disability community reacts pretty strongly. So engaging stake-holders along the way really does make sure

that your campaign will be successful and resonate with people with disabilities as well as people who want to -- or who care about people with disabilities or that disabilities are of their concern. You want to help the stake-holders support your efforts to -- to have a marketing campaign internally and externally. Getting champions along the way whether they're celebrities or executives or just average everyday employees or customers. The more that you can engage these stake-holders of all different levels, the better off you're going to be.

Leveraging existing communication channels and messages, I can't tell you how many times I've seen a company suggest that they want to talk about their inclusion of people with disabilities through some format that's not what we use to talk about everything else that they do, whether it's internal or external. And the more you make disability stick out, in a way that really isn't inclusive. If you're not using the channels that you typically use or using the same framing messages that you typically use that's actually probably not going to be very helpful to trying to, again, convey the message over all that you value people with disabilities, that people with disabilities are included in your organization, and that they're offering the power to disabilities, the spending power, everything that everybody else values folks for. So

you use that now, what are your communication right now. With public or candidates or whatever audience you have. And use those leverages for your messaging about people with disabilities. Yes, you want to use the channels of communication that are most effective. So how do you reach the broadest audience, Pepsi did a great job with that many years ago any the Super Bowl add ad. Talking about a big opportunity to hit as many people as possible. It doesn't get much bigger than a Super Bowl ad. Ensuring accessibility. Again, make sure your websites, your mechanisms of communication and interaction with the public is accessible. I just can't repeat that enough. That's where you see a lot of the falls that companies make that ends up hurting them through the best of intentions. They just really have not ensured that people with disabilities can access the messaging.

Knowing the do's and don'ts. You want to know about people's first language. You want to know about how to respectfully demonstrate or represent people with disabilities, and again, that comes from leveraging your stake-holders, making sure that your culture truly does request a value of disability inclusion. All of those things are very important to people with disabilities. And then ensuring that what you're doing is reflective of that is incredibly important.

So if you do not have a lot of that knowledge or expertise yourself, engage experts, bringing your ER T's, bring in your stake-holders, help them to educate yourselves, your teams, your vendors, whoever you're using to hope with these campaigns and to ensure that you're doing so in a thoughtful and respectful manner, and train. Train, train, train, train your folks, people need to understand disability awareness. They need to understand the capabilities of people with disabilities, again, we're fighting decades of the messaging that has employed that people with disabilities are less than. Decades of messaging that disability is something that should be hidden, and, therefore, the implication is that it's something that's negative about you. So it's a huge 180-degree turn, and it's -- you know, you're really climbing uphill. Unfortunately it takes a while for people to get there. So training is a great way to help reinforce the messaging that this is important to your company, that this -- the reason it's important to your company is because of the strength, a talent and abilities that folks with disabilities can bring into your workforce and the customer base and all other dimensions of your company.

Finally, I -- thing they can we see more and more companies starting to do which makes it successful is really linking these kinds of -- the demonstration of

understanding, inclusion, and the importance of inclusion through performance appraisal. So whether it's that people have attended the training, if the training is required for people, whether it's setting goals, hiring goals related to candidates with disabilities for managers or through other mechanisms that play engagement scores for employees who are reporting that they have a disability. All those kinds of metrics can be leveraged to ensure that you're demonstrating across your company's mechanisms that this is really important. That disability inclusion is important. That people with disabilities are valued that they have strengths and abilities and talents to bring I don't your workforce, that they as customers they are equally as valued as others or may be more valued, in particular reasons of whatever your business lines are and you just want to make sure that across all of your opportunities you are demonstrating that disability inclusion is important. Not because of compliance. Again, all of this stems out of the fact that there's a requirement now for Federal contractors to ask these questions. So it's what you do with that requirement, how you respond to the information as it's provided and how you leverage it to ensure that you've got consistent messaging. That's where were you're really going to see your win, that's where you're going to see a much higher response

rate, people willing to disclose and trust you with that information, will help you in your compliance audits but more importantly will truly help your company become inclusive of people with disabilities and be able to benefit from the competitive edge that you can have by employing people with disabilities and leveraging them as a very important customer base.

So at this point, I would like to open this up to questions, and we'll take as many as we can, until the -- until the top of the hour.

>> AMIRA: All right. Excellent. Good. Thank you so much for that presentation. There was a lot of really, really great information. But I don't want to rush, but we do have about ten minutes left for Q&A. So I want to make sure that we are able to get into that. So if anyone has any questions, please feel free to send them in through the Q&A or chat boxes, and in the meantime we got some questions throughout the presentation. I will moderate and ask you some and you can go ahead and answer. Sound good.

>> DEB: Sounds great.

>> AMIRA: All right. Excellent. The first question we received, actually we received a lot of questions asking if we were going to be sharing the presentation slides and we will be doing that, so just to let everyone know we will be sending out an email that has a copy of the presentation slides and within

the next couple days we're also going to be posting a recording of the webinar along with a transcript of the event. So if April wants to go back and review they'll have the opportunity to do that. You'll be able to find the recording and the transcript on the Advisory Council Web Page which you all have a link to in the invite that you received. So now that we have that out of the way. The first question for you, Deb, is: In regards to your evolution of disability competitiveness how long will it take for a company typically to get from the compliance stage to being competitive?

>> DEB: Oh, you know, I'm going to give the consultant's response, well, it depends, it really does depend. It depends on where you're starting out, because just because you're in compliance doesn't mean necessarily that you're anywhere close to being inclusive. And so, also depends on -- you know, the complicating factors of how many business lines are we talking about, how many work sites are we talking about, how many employees are we talking about and what's your opportunity through external marketing on branding. For so companies that are B to B it's a little more of a challenge and you can't really leverage your typical commercials and marketing opportunities to get this message out and rely on your candidates to be seeing that. So it's -- it can be very challenging. And honestly, I -- I will go out there on a limb and say that while this isn't even there yet. One of the

examples of the companies that have done a great job, Walgreens valuing people with disabilities in their workforce. They have a lot of competitive edges but over all I would still measure them in one of the earlier frames. So it takes a long time. It's a huge culture change. There's a huge change in the way of thinking that every American does. And we need to remember that the most people in the workforce right now, they do not have the opportunity to say: I have worked with a person with a disability who I knew had a disability and they were successful. And that's really unfortunate. And we saw that at Walgreens, a lot of people had a lot of fear about, would go with people with disabilities when we started that effort because they have just never had the opportunity to do it before or known they had the opportunity of doing that before. And so those kinds of influences that can really challenge this progression.

However, we know that it can get there to where the point is where folks with disabilities, it gets to the point where disability isn't special anymore. And that's a great, are great chance for a company to demonstrate their competitive edge there. Is to say, you know, we've gone through these stages. Through the evolution of focusing on disability, ensuring that we've do the the supports and training and the mechanisms in place to ensure that we're inclusive and we're valuing people with disabilities of the and when you get to that competitive edge point is when

actually you're not talking about disability anymore, because it is so under woven into what you're doing, but it's just part of everything else, everybody assumes it's part of everybody else and it's demonstrated through what you're doing. That includes the value of inclusion. It demonstrates through everything you're doing, but I'm sorry, it wasn't a very helpful answer. It takes a while.

>> AMIRA: Excellent. Well, and it's good to know because as people are getting started most are still probably in the compliance stage so it's going to take some time to research other levels but it's something that obviously is doable. There are great examples, that can help them along the way with global disability in collusion, too. Excellent. So he we did get quite a few more questions that in. So let's go ahead and jump to the next one. There was a question about what to include in their messaging and they said what are some of the what's in it for me benefits that they could include in their messaging?

>> DEB: I think it's really to -- it starts out and I'm going to preface this I think unfortunately. It starts out by saying: You could help this to become better for those that come after you. That's not the best way to frame to people. However, that is what's in it for them to begin with. It is to help the company demonstrate that the trust is worthwhile and that the culture change is occurring.

Again, that's why executives are so important because they're such a visible example of -- that this trust is building, that this -- that is this is a way to demonstrate our company being stronger and better. And if you're an employee of a company you want that company as to be stronger and better. And so that's really the what's in it for me for the employees. That, yeah, you're going to help them with their reporting but most employees really don't care about that unless they work for the compliance department. It's really about, you know, being part of that -- that culture change within the company, and being able to demonstrate it, and to bring -- provide opportunity for others with disabilities as they come along, also.

>> AMIRA: Excellent. And you mentioned finding the executive to be the champion, and we got a question about that. So let's go into that one. The question S. What possessions do you have for identifying the executive champions if they haven't rolled out their self-ID forms or been called to action yet?

>> DEB: Well, one thing can be to just do a training for executives about the campaign coming up, about full disclosure, how important it is and providing them with the request. Hey, we would love to have executives step up and take on this leadership role in this campaign. So it's offering them an opportunity to -- to really put themselves out there, and to demonstrate leadership, which a lot of executives actually are

pretty game to. And actually I was on a webinar yesterday where Prudential was talking about that they went into their HRAF. And of course, those companies do have the activities to self-identify through that. And they went in there and they mined that data and they found executives who are disclosed through that mechanism. Not all companies are going to be successful in finding executives in there, however, you know, that doesn't mean that they can't find them. And thirdly, or lastly, the fact that people with disabilities as they age and executives tend to be people who are farther up in the age group than your candidates, you're more likely to just know that some of your executives have acquired a disability through time off that they've had or through other things. It can become pretty common knowledge if somebody's off for a while and needs to be off, somebody's in a car accident. Everybody's, you know, expressing their care and concern for that individual.

All of those kinds of things, and in some ways it does boil down to gossip, and culture of the company and the communication mechanisms about other employees within it. But it's ultimately you know you just want to find every opportunity that you can. I think the best one is doing the training for your executives in this kind of campaign offer. You're kicking off the project that's bow to go create the campaign is -- you know, that's a great way to measure the effectiveness of your communication

strategy and through training executives about it. And asking them for opportunities to disclose.

>> AMIRA: That's great. And to go along with that we got another question about kind of managers and really how do you address managers that are using culture or personality as their crutch base for maybe not hiring someone, is there a recommendation that you would have for that?

>> DEB: Can you explain a little bit more about the question. I'm not sure I understand.

>> AMIRA: Sure. So they really want to know kind of what is your perspective if you have a manager who's using the company culture or personality as their reason for not hiring someone, they're really used to someone that looks this way. We're not used to someone that would be isn't a wheelchair or smite need something else.

>> AMIRA: Company culture, not me. It's who the company is.

>> DEB: Our company is not ready yet. I wouldn't want to bring in a person with a disability because the company is not ready yet.

>> AMIRA: Exactly.

>> DEB: My approach to that is fairly direct. But it -- it would -- that would depend on the politics of your internal communications with your managers. However, I think that's a great opportunity to provide education to -- to the manager to

just say, first of all, here's your opportunity to help us change this culture that we're working on. Second of all, do you realize that by just allowing the reflection of the current culture to, are, to influence your decision here, based on this one particular factor, you're giving up the opportunity to have this talent. I mean, I think that's part of it is just very, you know, you have to bring the conversation back to talent when you're talking about hiring. And ultimately, you know, the additional dynamics that a person who has the experience having a disability can bring into the workplace that's an advantage over somebody who hasn't the experience or disability.

The -- and I'll give you a quick example at Walgreens we had this wonderful safety campaign about one thing with two hands. T-shirts, it was so cool. And posters and it's very important to work safely when you work in a distribution center and you understand the mechanics of safety and a lot of that has to do with how you use your body and using two hands to lift is really in general a very safe way to do that. However, an individual one day when we had hired him and needed more temps and that temp had one arm. We really made a mess staying, forgot about what we were doing but what I found most striking was that the reaction of the managers at that facility. Like oh my God, we have somebody with one arm, what are we going to do, and that was my opportunity to remind them that this

individual had one arm a lot longer than we knew him having one arm and perhaps the best thing to do was to ask him how he could work safely. And it was also in that campaign. Using the opportunity to educate people, help them open up their minds a little bit, not call them out and blame them for what they are because they're just respecting the culture that's there and also respecting some internal (inaudible) pieces they have and it's a great chance to help them become part of the solution which is the campaign and the messaging about strength and talent.

>> AMIRA: Great. All right. So we're just about out of time here so if anyone does need to jump off the line if they have another engagement, please know that we will be posting a recording of the event along with the transcript if you do want to come back and look at the last few questions that were asked. We have about four more questions, Deb, if you're okay, I'd like to continue. You have a couple more minutes.

>> DEB: Sure.

>> AMIRA: Okay. So the next question was about a specific slide. So specifically slide 14. And the question is: What are the implications of asking if someone needs something to do their jobs better as opposed to asking what they need to perform essential functions.

>> DEB: Well, I think, right there is the distinction is that you're using language from -- from a law, essential functions,

and most people with disabilities will understand their rights to reasonable accommodations and their -- the definition of a qualified candidate that can perform their essential functions with or without reasonable accommodation. Using those words actually triggers the -- implies that you're doing it because you have to, because the law requires it. Unfortunately, that's still -- that's still the -- the flavor of using that kind of language.

I many a guessing that a lot of people, your attorneys, will tell you need to use that language. You know if your attorneys say that and the culture of your company is to follow exactly what your attorneys advise you to do then that's what you're going to do, but a much friendlier and more inclusive way to respond is just to say what can I do to help? Do you need anything to help? And that's just human nature to say to people, you know, can I help you? What can I do to make your life better, what can I do to make your job better? What can I do to help you be more successful. That's a more human response. Definitely not a litigated or legislative response.

But, again, if your company requires you to use the terms essential functions, then obviously that's the one you would use.

>> AMIRA: Great. All right. We have a specific question about training and not having a disclosure process in place. So

let me ask you about that. So the question says: My company does not have a proactive disclosure process but we have a training that they'd like to roll out. Is it all right without a disclosure process? What are some of the pitfalls to avoid.

>> DEB: I think training is always a good idea even if you don't have the other pieces in place yet. Because it's all about changing the culture, it's all about helping people get over the stereotypes and stigma that's existed for so long. And so offering training and integrating into your culture the messaging for people with disabilities, their disability is just another part of them and sometimes it's an asset but in most cases it's just another -- just another component of who they are and what they're bringing to work. And so I think that the training for disability awareness and helping to destigmatize and demystify disability helps in every format whether you've got your campaign going or not, whether you've got all your other pieces in place for asking the questions, those -- or if you're not a Federal contractor and you don't plan on ever asking that question, it's still such a valuable way to help managers get more out of their employees to get co-workers better relate to each other, it can only improve the workplace and therefore any other dimensions at work place that you value.

>> AMIRA: Great. All right. And two more questions. So, first one is: Do you believe that a disability in categories in

the forms are confused by their colleagues they may not see themselves as in those categories. What would you recommend?

>> DEB: I -- I also would (inaudible) that assessment of the form in the categories listed on the forms, and you can't do anything about the form. We're stuck with it as it is right now. LCCP is not talking about changing it. So the best thing we can do is prepare recruiters to field questions about -- by those categories to ensure that when we are creating the training and the messaging around the disclosure internally that we are explaining, you don't want to say we have to use the form because we have to because that doesn't sound very mature, but to really make sure that people understand the disability is a spectrum, ability is a spectrum, where people draw the line between those two things can be different on why they are doing that. If a person feels there's a person with a disability and they meet their requirement then we should be checking the box. If they don't, then they don't, and I will say right now I am a person with a disability that nobody who works with me or talks to me would know that I have. And the way I read that form, I probably, if I didn't know better and didn't know a lot about why they were asking that question I probably would not check that box either.

So it's -- it's required extra communication that the opportunity we had at Walgreens would say, hey, we want to be able to say whether we're successful in the efforts. If

you want to tell us a little bit more, that would be great. That was very controversial to our executives. How do you prove a disability. What's the point, why do we need to prove disability. We're not asking for reasonable accommodation, they're not asking for anything, they appreciate our efforts to be more inclusive and they're letting us know how successful we were in conveying that effort. So it's -- you know, we're stuck with the form and the way the forms are worded right now, you know, hopefully through a lot of information people will understand why the form asks the question the way it does. And that we can get people not too hung up on just the language of the form, but really focusing on the messaging of inclusion, the value of inclusion, and, again,ly the talents and strengths of people with disabilities.

>> AMIRA: Excellent. All right. And our last question, this actually relates to the form, itself. So if it -- the question S. If you receive a 503 form that identifies an employee as having a disability, is the (inaudible) required to talk to the person about the disability if they are able to perform their duty and the employee has not requested an accommodation.

>> DEB: No. No. First of all, the only person that's going to see the form, the response of the form is the folks who are in charge of the data collection, not the hirers, not the

recruiters, not anybody else who's involved in the hiring or managing process for the employee.

So -- so there isn't any opportunity to have that conversation based on the form. But also, on the -- it helps reiterate or reinforce the data collected in that form is confidential. It's collected expressing for the purpose of the requirements, now companies can use that aggregate data to really leverage their disability inclusion campaigns and their marketing campaigns, but you want to circle back to the employee and say, hey, I know you checked the box, and again that's a little opposite of what I was saying about finding executives because that's when you're looking in your system, and people within the company have access to that, what people have self-identified in their individual employee profiles that are available through the system. But, again, if you want to say to somebody I saw your profile, you better be somebody who has the right to that information. And you better be able to clearly explain why you want to ask that question. And it could be to an executive who's about to become engaged in your disclosure campaign to say, are there things that our company could be offering you as far as accommodations could go or something like that. That would be more helpful. But through the interviewing or other kinds of onboarding process, no, you do not -- you

wouldn't have the information to begin with, but you definitely -- how you get access to it, you don't want to ask that question.

>> AMIRA: All right. Great.

>> DEB: In that form.

>> AMIRA: Excellent. Well, thank you so much for answering all of these questions and for the excellent presentation earlier. We really appreciate having you here, and you staying on for some additional time to make sure that we were able to get through all of the questions.

So, thank you again, and we really enjoyed it.

>> DEB: Sure. Thanks for the opportunity.

>> AMIRA: Absolutely.

So and I would like to say thank you to everyone else who stuck with us for the additional eight minutes here. Thank you so much for attending and participating in asking questions. We hope to see you on the next Advisory Council on December 16th. And if you need anything in the meantime, please do feel free to reach out and you'll be receiving a copy of the presentation in your email by the end of the day. Thank you so much. And I hope you all have a great rest of the week. Thank you.

(Hanging up.)

(End of call.)

(1:09 PM CT.)

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