Supporting Employees with Disabilities
Potential Roundtable Topic: Fall 2018

- Nearly all articles argue that hiring employees with disabilities is good for business
  - Lower turnover
  - Diverse thought/ perspective

Guiding Questions
(more information on each in the research section)

Who are the leading thinkers in this area and/or organizations that work to help people with disabilities be a productive part of the workplace?
- Project SEARCH
- Bridges from School to Work
- RespectAbility
- Opportunity Works

Examples of companies that have efforts/initiatives in this area.
- JP Morgan Chase, Pepsi, UPS, SAP, EY, IBM, Starbucks and Walgreens

Any other interesting information you can find about engaging people with disabilities in the workplace.

RESEARCH

USBLN Disability Equality Index (DEI):
- Definition: a unique, joint project of US Business Leadership Network and American Association of People with Disabilities (AAPD). It serves as the nation’s most trusted annual benchmarking tool allowing America’s leading corporations to self-report their disability policies and practices. This evolving survey scores each corporation on a scale from 0 to 100, with 100 representing the most disabilities inclusive.
- Assesses:
  - Culture and Leadership
  - Enterprise-Wide Access
  - Employment Practices
  - Community Engagement and Support Services
- 5th year – growing participation every year
- 110 corporations participated – 68 received a perfect score of 100
- Diverse business sectors, varying sizes, global
- 69/100 companies were in the 2017 Fortune 500
- Excellled in:
  - Recruitment: external recruitment efforts and goals
  - Benefits
  - Philanthropy
- **Programming focused on disability inclusion (90%)**

- **Improved in:**
  - ERGs
  - Accessible online chat function
  - Employee engagement surveys (some designed specifically for employees with disabilities)

- **Can still improve in:**
  - Supplier diversity
  - Retention and advancement policy (that specifically includes/mentions disability inclusion)
  - Internal website auditing
  - Personal assistance services coverage (only 8% have in their benefits package)

**Three Best Practices**

- One visionary corporation embraced a **holistic** approach by creating a company-wide accessibility center that provides resources for design, development, testing and education – all with a focus on building accessibility for people with disabilities into every phase of a program or product’s lifecycle. It starts with content and design to get it right, followed by **testing through accessibility audits**. The approach is wrapped around **universal education** that promotes the accommodations engineered by the center’s leadership.

- To advance disability inclusion across their workplace, one company has fostered a **proud team of self-nominated ambassadors to raise disability awareness, deliver presentations and spur conversations**. These **ambassadors** enthusiastically share their stories of being a person with a disability or an ally of someone with a disability. Their sensitivity, passion, and above all, openness make them powerful storytellers, mentors and educators.

- Another leading company established a **center that focuses exclusively on workplace accommodations for all employees**. This innovative approach **streamlined** the fulfillment of accommodations for employees, job applicants and visitors. In addition, the unified budget enabled the employer to have dedicated specialists – to ensure efficient support through direct phone contact, emails to a dedicated mailbox, a toll-free telephone line, or through efax or Accommodate, an electronic system that swiftly organizes and responds to all requests.

**2017 DEI Best Places to Work (see attachment on last page)**

**Bureau of Labor Statistics:**

- 17.9% of people with a disability were employed vs. 65.3% of people without a disability
- Employed persons with a disability more likely to be self-employed than those with no disability (perhaps because they are not feeling incorporated into company culture?)
- Persons with disabilities more likely to be “out of the labor force” than persons with no disabilities
  *a lot of the scholarly research appears to be done in Canada or Australia*
*most of the scholarly work is not published in high-ranking journals*

**Resources for Employers**
https://www.respectability.org/resources/employers-embracing-employees-disabilities/

- Driving success and inclusion are companies including JP Morgan Chase, Pepsi, UPS, SAP, EY, IBM, Starbucks and Walgreens. These companies have seen that people with disabilities are successful employees who improve businesses’ bottom lines.
  - Feature piece on EY! [https://www.respectability.org/2014/07/ey-photo-gallery/](https://www.respectability.org/2014/07/ey-photo-gallery/)
  - AT&T – model company
- Employer Assistance and Resource Network on Disability Inclusion (EARN) [http://www.askearn.org/about/](http://www.askearn.org/about/)
- **Commitment to school-to-work transitions** can create brighter futures for young people with disabilities

[https://www.forbes.com/sites/judyowen/2012/05/12/a-cost-benefit-analysis-of-disability-in-the-workplace/2/#4a9d85413fd2](https://www.forbes.com/sites/judyowen/2012/05/12/a-cost-benefit-analysis-of-disability-in-the-workplace/2/#4a9d85413fd2)

- Judy Owen, founder of Opportunity Works (for-profit staffing service company) focused on organizations providing support to people with disabilities
- Highlights benefits of disability in the workplace, and disability as a key component of a diverse workforce
# 2017 Disability Equality Index® (DEI®) Best Places to Work

The American Association of People with Disabilities and the US Business Leadership Network® are honored to recognize the following companies that scored an 80 or above on the 2017 DEI. The 2017 DEI was completed by 96 companies in early 2017.

### Companies that scored 100%

<table>
<thead>
<tr>
<th>Company</th>
<th>Industry/Region</th>
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<tbody>
<tr>
<td>American Airlines</td>
<td>Aramark Corp.</td>
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<td>Anthem, Inc.</td>
<td>AT&amp;T</td>
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<td>Bank of America</td>
<td>BMO Harris Bank</td>
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<td>Blue Cross Blue Shield of Michigan</td>
<td>Bosch Aliens Hamilton</td>
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<td>Capital One</td>
<td>Cigna</td>
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<td>CVS Health</td>
<td>Comcast, NBCUniversal</td>
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<td>Delta Air Lines</td>
<td>DTE Energy</td>
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<td>Express Scripts</td>
<td>DuPont</td>
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<td>Ford</td>
<td>DRI Technology</td>
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<td>General Motors</td>
<td>Goldman Sachs &amp; Co.</td>
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<td>HP Inc.</td>
<td>GSK</td>
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<td>Huntington National Bank</td>
<td>Health Care Service Corporation</td>
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<td>JPMorgan Chase &amp; Co</td>
<td>Hewlett Packard Enterprise</td>
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<td>Lincoln Financial Group</td>
<td>Intel Corporation</td>
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<td>Microsoft</td>
<td>JPMorgan Chase &amp; Co</td>
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<td>Northrop Grumman Corporation</td>
<td>Kaiser Permanente</td>
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<td>OPM, LLP</td>
<td>Lockheed Martin Corporation</td>
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<td>PNC</td>
<td>ManpowerGroup</td>
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<td>Pfizer</td>
<td>Mayo Clinic</td>
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<td>Quicken Loans, Inc.</td>
<td>Pacific Gas and Electric Company</td>
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<td>Resolution Financial Inc.</td>
<td>PNC Financial Services Group</td>
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<td>Sprint</td>
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<td>Starbucks</td>
<td>United Airlines, Inc.</td>
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<td>T-Mobile USA</td>
<td>Verizon</td>
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<td>The Hartford Financial Services Group</td>
<td>Warburgs</td>
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<td>The Procter &amp; Gamble Company</td>
<td>Wells Fargo</td>
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<td>Walmart</td>
<td>Whirlpool Corporation</td>
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### Companies that scored 90%

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<th>Company</th>
<th>Industry/Region</th>
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<tr>
<td>Axa</td>
<td>Biogen, Inc.</td>
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<tr>
<td>Boeing, Inc.</td>
<td>Cisco Systems, Inc.</td>
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<td>Entergy</td>
<td>Deloitte</td>
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<td>ING Bank</td>
<td>MassMutual Financial Group</td>
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<td>MetLife</td>
<td>Meijer</td>
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<td>Nationwide</td>
<td>Merck &amp; Co., Inc.</td>
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<td>Sedgwick</td>
<td>Northern Trust</td>
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<td>Southern California Edison</td>
<td>Oracle Corporation</td>
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<td>Takeda</td>
<td>Raytheon Corporation</td>
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### Companies that scored 80%

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<tr>
<td>American Electric Power Corp.</td>
<td>Boehringer Ingelheim</td>
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<td>McKesson Corporation</td>
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<td>McKesson Corporation</td>
<td>Royal Caribbean Cruises Ltd</td>
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<tr>
<td>United Technologies Corp.</td>
<td>UPS</td>
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<td>USAA</td>
<td>W.I. Grainger</td>
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<td>Southwest Airlines Co.</td>
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To learn more about the DEI, visit: [https://www.disabilityequalityindex.org/deisurvey/](https://www.disabilityequalityindex.org/deisurvey/)

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Employees with Autism
Potential Roundtable Topic: Fall 2018

CASE STUDIES

Where Autistic Workers Thrive

- Employees with autism are valuable employees:
  - Unusually detail-oriented
  - Highly analytical
  - Able to focus intensely on tasks
- Ford Motor, DXC Technology, EY, Microsoft, JPMorgan Chase, SAP
  - Formed the Autism at Work Employer Roundtable -- best practices in hiring and the workplace
- Untapped market - 80% of people with autism are unemployed (but highly educated and eager to work)
- SAP:
  - Autistic employees placed in work teams with mentors to help navigate corporate life
- Microsoft's hiring process:
  - Normal process -- one-day marathon of back-to-back interviews
  - Inclusive process -- 10-12 candidates brought in to meet with hiring teams over a 4.5 day period
    - Days 1-2: team exercises
    - Day 3: practice interviews and feedback all days
    - Days 4-5: actual interviews with hiring managers
- JPMorgan Chase
  - 70 autistic employees hired in the past 3 years
    - Achieve 48-140% more work than typical colleagues
    - Highly focused, less distracted by social interactions
    - Highest level autistic employee brought in at the VP level
    - Managers trained on how to work with the employees
      - Lessons include learning to be literal in descriptions, to give concise feedback, and to avoid asking open-ended questions.
      - "I used to be impatient with a person’s communication style, and I’ve learned to see the value and merit of the individual standing before me."

→ QUEST DIAGNOSTICS

What I Learned from Managing Employees on the Autism Spectrum

- Using insights to explore changes that will enhance how they interact with the entire workforce -- expanding these practices to all new employees
  - Ex: onboarding
Extra time to learn routines and skills resulted in greater skill retention and reduced error
- Ex: tour of entire plant on first day - comprehensive view of operations
- Ex: buddy system in the first few weeks -- simple questions and socialization, make employees feel more comfortable
- Encouraging all employees to identify ways to improve how they organize tasks and manage people
  - Improve efficiency and reduce errors

The Growing Acceptance of Autism in the Workplace
- Real experiences of autistic employees and their mentors at Microsoft and SAP

Ernst & Young steps up recruitment of disabled and autistic employees
One of EY’s program focuses on employees on the autism spectrum, such as high-functioning people with Asperger syndrome.

“We have a program that is growing at EY where we are hiring individuals with autism who are highly able in data analytics skills, in raw mathematics skills, and who are technologically facile to work on many of the engagement management support activities that we use to support our clients, everything from cybersecurity to robotic process automation,” said Lori Golden, abilities strategy leader at EY.

TIPS FOR EMPLOYERS

Tips for Managing an Employee with Autism in the Workplace
- Must make reasonable accommodations for employee or candidate with autism (ADA)
- Important to remember that each autistic individual is unique
- 4 common characteristics
  - **Difficulty with Interpersonal Skills**
    - Body language (in interviews, for example) will be different
      - Consider: is having a candidate look you directly in the eye an essential function of the job? (Often, no)
  - “**Difficulty understanding another person’s feelings**”
    - What one may see as rude, an employee with autism sees as straightforward
    - Direct approach with feedback works best
  - **Lack of Humor**
    - Difficulty understanding difference between a joke and an inappropriate comment
      - Spend more time explaining what lines you cannot cross in a workplace
Need for a strict schedule
- Hyperfocus -- on a project or a hobby
- Strict schedule -- lunch at precisely the same time every day
- Determine if accommodations are reasonable

**Employer’s Guide to Hiring and Retaining Employees with Autism Spectrum Disorders**
- Certain barriers to inclusion:
  - Beware of online applicant tracking systems that can screen out individuals with ASD or other cognitive challenges
  - Behavior based interviews use past behavior to predict future performance -- many candidates will not have previous jobs/experience
  - Make interviews more experiential -- consider a realistic job preview
- Management training is critical

**Understanding Autism: An Employer’s Guide** (must click download to read)
- Five Keys to Success:
  - Get to know your employee
  - Orient your employee and train him/her on specific job duties
    - Be specific and explain every procedure in as stepwise a process as possible
    - Including procedures that may seem obvious but may not be to this employee (morning arrival, taking lunch, socializing with coworkers)
  - Utilize modeling
  - Foster a welcoming and supportive workplace
  - Maximize your company’s existing support systems
  - Give clear directions and performance feedback
- Helpful tips and suggestions -------------->
Autism in Big Business

- Indications of a disability-friendly employer:
  - Implementing ongoing supports for employees with disabilities
  - Focusing on disability as diversity
  - Modifying on-board activities (non-traditional interviews and extended training periods)

- Steps to ensure that individuals with disabilities are included in recruiting efforts
  - Include people with disabilities in diversity recruitment goals
  - Create partnerships with disability-related advocacy organizations
  - Contact career centers at colleges and universities when vacancies arise
  - Post job announcements in disability-related publications, websites and job fairs
  - Establish summer internship and mentoring programs targeted at youth with disabilities

- Examples of companies (non-exhaustive) that “recognize the value of employees with autism”
  - AMC
  - Cisco
  - CVS Caremark
  - EY
  - Freddie Mac
  - The Home Depot
  - Microsoft
  - Outback Steakhouse
  - P&G
  - Target
  - Walgreens

PROGRAMS

The USBLN Rising Leaders Mentoring Program

- The Rising Leaders Mentoring Program is a six-month career mentoring opportunity to at least 200 college students and recent graduates with disabilities through linkages to business professionals from USBLN partner companies.

- Rising Leadership Academy