
NTAR Leadership Center

National Technical Assistance and Research
Center to Promote Leadership for Increasing
the Employment and Economic Independence
of Adults with Disabilities

Public-Private Partnerships: Strategies for Meeting the Needs of Employers

February 4, 2009

Audio Dial-In Information

866.740.1260

Access Code: 9324100

Webinar Classroom Layout

The screenshot shows a ReadyTalk Conferencing window. On the left is a chat box with a 'Full Screen' button and messages from 'To Presenter'. The main area displays a presentation slide with the following content:

NTAR Leadership Center

Agenda/Objectives

- Provide an overview of the State Peer Leaders Network (SPLN) and the major activities planned for the Network
- Discuss opportunities for technical assistance and how to request TA
- Answer your questions

An Introduction to the State Peer Leaders Network 3

At the bottom of the window, there is a 'Chat with Presenter' input field and a 'Send' button. The Windows taskbar at the bottom shows the Start button, system tray icons, and the time 2:15 PM.

Select **Full Screen** to maximize presentation; minimizes chat feature

Presentation Slide Area

Use **Chat box** to communicate with chairperson

How to Submit Questions

The screenshot shows the ReadyTalk Conferencing interface. On the left is a chat window with a 'Full Screen' button and a message history showing 'To Presenter: this is a test' and 'To Presenter: hello'. At the bottom of the chat window is a 'Chat with Presenter:' input field with a 'Send' button and a 'Raise Hand' checkbox. On the right is a presentation slide titled 'NTAR Leadership Center' with the following content:

NTAR Leadership Center

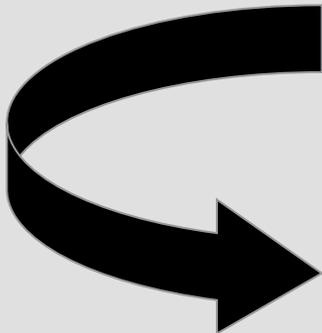
Agenda/Objectives

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An Introduction to the State Peer Leaders Network 3

At the bottom of the interface is a Windows taskbar with the 'start' button and several open windows.

Click **Raise Hand** to ask a question; the chairperson will call on participants in the order that questions were received



Use **Chat box** to send your question(s) to the chairperson



Access to Class Materials

- ▶ A direct link to the class materials, including web and audio content, will be posted on the NTAR Leadership Center website by 12:00 p.m. Eastern Time, Thursday, February 5, 2009

www.ntarcenter.org

Faculty

- ▶ **Leslie Wilson**, President and CEO, Wilson Resources, Inc./ Florida's Business Leadership Networks
- ▶ **Dr. Robert Rudney**, Associate, Booz Allen Hamilton

Moderator:

- ▶ **Kathy Krepcio**, Director, NTAR Leadership Center and Executive Director, John J. Heldrich Center for Workforce Development

The NTAR Leadership Center

- ▶ Established in September 2007 through a grant from the U.S. Department of Labor's Office of Disability Employment Policy (ODEP)
- ▶ A collaboration of partners with expertise in workforce and economic development, disability employment, financial education and asset building, and leadership development
- ▶ Created for the purpose of building capacity and leadership at the federal, state, and local levels to enable change across workforce development and disability-specific systems that will increase employment for adults with disabilities

Guiding Principles

- ▶ **Increasing partnerships and collaboration** among and across generic and disability-specific systems
- ▶ **Increasing the use of self-direction** in services, and integration of funding across and among systems
- ▶ **Increasing economic self-sufficiency** through leveraging work incentives, financial education, or other strategies that promote profitable employment and asset building
- ▶ **Increasing the use of universal design** in employment services and as a framework for employment policy
- ▶ **Increasing the use of customized and other forms of flexible work options** for individuals with disabilities and others with barriers to employment

Agenda/Objectives

▶ Agenda

- Examine collaborative approaches between businesses and the public sector being used to achieve increased employment
- Review of the impediments to the employment of people with disabilities from the perspective of the business community
- Recommendations from business on how to overcome these hurdles
- Questions and answers

▶ Objectives

- To provide information about ongoing public-private employment initiatives
- To acquaint participants with potential issues and solutions
- To answer questions raised by participants

Public Private Partnerships...

Working with Business

Leslie Wilson

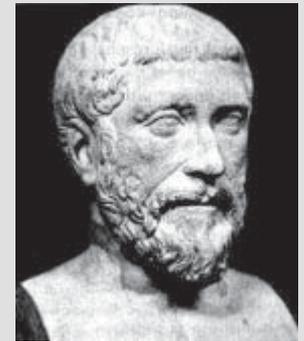


Introduction

Where would the world be without the contributions of people with disabilities?



Stephen Hawking



Pythagoras



James Earl Jones



Sir Winston Churchill



Annie Sullivan

Introduction

According to the U.S. Census 2003 American Community Survey (ACS), there are 19,871,681 Americans with disabilities between the ages of 21-64 – working age.

This number will increase as more veterans with disabilities return from Iraq and Afghanistan.

Introduction

The 2003 ACS also estimated that the unemployment rate for this group of Americans is 62.2% or more than 12 million people.

Introduction

Fundamental Truth #1:

Without employers, there are no jobs. And yet we have typically ignored the demand side of the employment equation.



Introduction

Fundamental Truth #2:

For more people with disabilities to be gainfully employed (supply side), there must be demand.



Introduction

Wilson Resources is working with 10 local Florida Business Leadership Networks representing more than 600 employers. Through this experience we have learned a great deal about employers' attitudes on the employment of people with disabilities; however, this is just one way to work with employers. It is not necessary to organize BLNs to effectively encourage employers to open their doors to this untapped workforce.

Introduction

Local Florida BLN Awards and Recognition

- ▶ 2005 Miami Dade BLN USBLN “Chapter of the Year Award”
- ▶ 2005 EEOC named Florida’s local BLNs a model public/private partnership
- ▶ 2006 Florida Agency for Persons with Disabilities USBLN “Partner of the Year Award” for funding the local BLNs
- ▶ 2006 Comcast Cable received USBLN “Employer of the Year Award” for its work with the Big Bend BLN and hiring practices
- ▶ 2007 Big Bend BLN received 2007 Florida BLN “Chapter of the Year Award”
- ▶ 2007 Blue Cross and Blue Shield of Florida received the Florida BLN “Employer of the Year Award” for its work with the local BLNs and efforts to reform its corporate culture
- ▶ 2007 Holland and Knight law firm won USBLN “Employer of the Year Award” for its work with Florida’s local BLNs
- ▶ 2008 First Coast BLN received the USBLN “Chapter of the Year Award”

Introduction

“If the employment prospects of people with disabilities are to be improved significantly, attention must be paid to the ways in which corporate culture creates or reinforces obstacles for employees with disabilities, and how those obstacles can be removed or overcome.”

Corporate Culture and the Employment of Persons with Disabilities, Behavioral Sciences and the Law, Behav. Sci. Law 23: 3–20 (2005). Published online in Wiley InterScience (www.interscience.wiley.com).

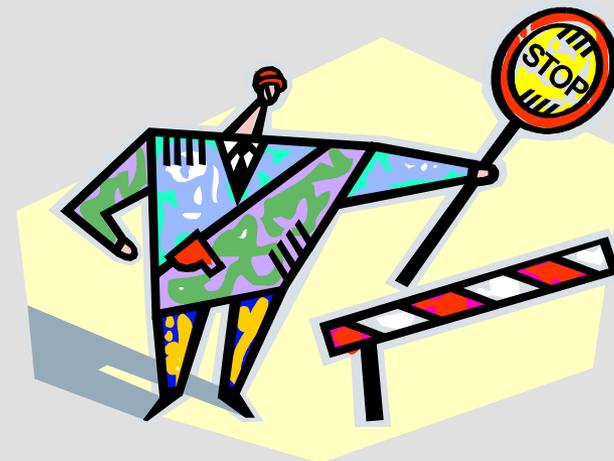
Introduction

“The removal of architectural and attitudinal barriers has significant benefits not just for people with disabilities, but for other employees and the organization as a whole.”

Corporate Culture and the Employment of Persons with Disabilities, Behavioral Sciences and the Law, Behav. Sci. Law 23: 3–20 (2005). Published online in Wiley InterScience (www.interscience.wiley.com).

Survey of 522 People with Disabilities on their Employment Needs and Goals

- ▶ A 2002 Florida survey of people with disabilities found that the second leading impediment to their employment, in their opinions, was “employer attitudes.”



Survey conducted by Wilson Resources, Inc.
for the Florida Developmental Disabilities Council

BLN Employer Surveys 2007 and 2008

- ▶ The 2007 and 2008 surveys of employers who belong to 10 local Florida Business Leadership Networks developed and staffed by Wilson Resources, found that the number one impediment to the employment of people with disabilities, at all corporate levels, was “attitudes.” In 2008, the attitudes of middle managers and frontline staff were highlighted.

Survey conducted by Wilson Resources, Inc. in cooperation with the Florida Able Trust

BLN Employer Surveys 2007 and 2008

- ▶ According to BLN members, the major concerns of middle (hiring) managers and frontline staff (co-workers):
 1. Training will take too much time.
 2. Accommodations will break their division budgets.
 3. They will say the wrong thing and be sued.
 4. They will not be able to use standard disciplinary practices if the employee does not perform to standard.

BLN Employer Surveys 2007 and 2008

- ▶ The BLN employer surveys asked employers what they would recommend to overcome this attitudinal barrier.

Employer Recommendations:

1. Training – community wide, at BLN meetings and internally
2. Sharing of business best practices
3. Exposure to people with disabilities in their workplaces

Survey conducted by Wilson Resources, Inc. in cooperation with The Able Trust.

How the Local Florida BLNs are Implementing the Employers' Recommendations

Training community wide in cooperation with local BLN, local companies, Societies for Human Resource Management, Chambers of Commerce, Workforce Boards, etc.

Topics:

- ▶ Turning diversity into dollars...
 - The many benefits of hiring talent with disabilities (data driven)
- ▶ Mental health issues in the workplace
 - Coping when life happens
- ▶ The new ADA amendments and what they mean to your company



How the Local Florida BLNs are Implementing the Employers' Recommendations

Training community wide in cooperation with local BLN, local companies, Societies for Human Resource Management, Chambers of Commerce, Workforce Boards, etc.

Topics:

- ▶ U.S. Department of Labor Office of Federal Contract Compliance Programs (OFFCCP) rules that apply to the “recruitment, hiring, training, and promotion of employees with disabilities”
- ▶ OFCCP's July 2008 rules related to federal contractors' online application selection systems and their accessibility to applicants with disabilities



How the Local Florida BLNs are Implementing the Employers' Recommendations

Training at companies' sites to their top management, Diversity Councils, Affinity Groups for People with Disabilities, or Lunch and Learn Groups

Training Topics:

- ▶ Disability etiquette
- ▶ Dispelling the myths of an untapped workforce
- ▶ Sharing best practices
 - Blue Cross and Blue Shield of Florida, Lockheed Martin, Walgreens, Walt Disney World, SunTrust Bank, and many others



How the Local Florida BLNs are Implementing the Employers' Recommendations

Exposure to people with disabilities in their workplaces

The BLNs promote Disability Mentoring Day, reimburse employers for internships, and facilitate employment

- ▶ Disability Mentoring Day as a feeder for internships/employment
- ▶ The local BLNs' PAID Internship Program – Employers are reimbursed for 240 hours plus 7.65% payroll taxes (see next slide for more information on the paid internship program)
- ▶ Full employment is the ultimate dream

How the Local Florida BLNs are Implementing the Employers' Recommendations

The Local BLNs' PAID Internship Program

- ▶ Funded by Workforce Florida, Inc. and the Florida Able Trust, the internship program is a no-risk opportunity for employers to experience people with disabilities in their workplaces. Employers are reimbursed for 240 hours plus 7.65% payroll taxes of the paid intern's time. The employer pays the intern and the employer is reimbursed by the BLN. Rates of pay range from minimum wage up to \$12-15/hour. There is a one-page application and a one-page invoice.

How the Local Florida BLNs are Implementing the Employers' Recommendations

The Local BLNs' PAID Internship Program

- ▶ Over the past two years, more than 80 people with disabilities have participated in the program across Florida. The employment rate for non-summer internships runs between 40% to 50%. Even if the intern is not hired, they now have what all employers are searching for – “paid” work experience, a resume, and references.



Training for the Supply Side of the Employment Equation

We also have to train employment service providers to communicate and work with employers.



Training for the Supply Side of the Employment Equation

“If you're trying to persuade people to do something, or buy something, it seems to me you should use their language, the language in which they think.”

–David Ogilvy

Training for the Supply Side of the Employment Equation

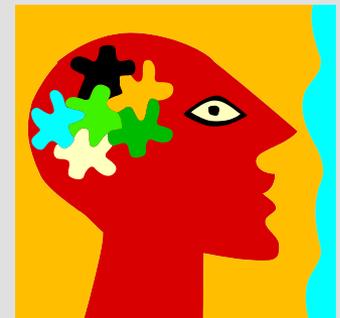
Training programs are needed for providers of employment services to bridge the gap with employers. The Florida Agency for Persons with Disabilities as part of the Medicaid Infrastructure Grant is funding Wilson Resources to provide advanced training for employment specialists.



Training for the Supply Side of the Employment Equation

Working with Employers...Best Practices of the Most Effective Employment Specialists

- ▶ **Habit #1:** Knowing the business case for hiring workers with disabilities
- ▶ **Habit #2:** Knowing how to successfully market the business case to employers
- ▶ **Habit #3:** Offering excellent customer service



Training for the Supply Side of the Employment Equation

Working with Employers...Best Practices of the Most Effective Employment Specialists

- ▶ **Habit #4:** Successfully dealing with issues that arise at work
- ▶ **Habit #5:** Assuring quality

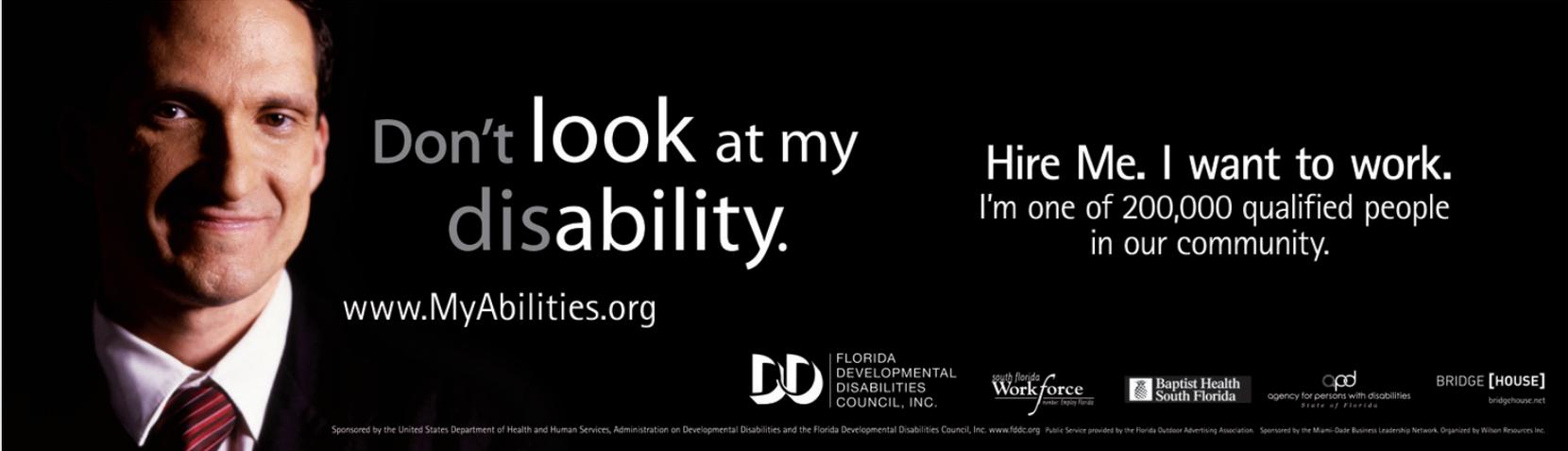


Conclusion

“I want to challenge every employer here to hire a person with disabilities this year – and another one next year, and the year after that. This effort isn’t charity or good corporate citizenship – it’s just smart business.”

– Former Florida Governor Jeb Bush at several BLN kick-off events

Conclusion



Don't look at my disability.

www.MyAbilities.org

Hire Me. I want to work.
I'm one of 200,000 qualified people
in our community.

 FLORIDA
DEVELOPMENTAL
DISABILITIES
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Partnerships and Strategies for Meeting Employer Needs: The Disability Dimension

Robert Rudney, Ph.D.

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- ▶ Introduction
- ▶ The Booz Allen Demand Model
- ▶ Employee Affinity Groups
- ▶ The EXCEL! Supply Model

Introduction: Who is this Rudney Guy?

- ▶ World's foremost intelligence analyst/defense and homeland security consultant/French historian/disability employment specialist
- ▶ Both research and 'hands-on' experience
- ▶ Kennedy Foundation Congressional Fellow (2008)
- ▶ Intelligence Analyst at Booz Allen Hamilton
- ▶ Co-Chair of Booz Allen Disability Forum (employee affinity group)
- ▶ Co-Founder of EXCEL! Networking Group

What is Booz Allen Hamilton?

- ▶ Spelled 'Booz' not 'Booze' !!!
- ▶ Booz Allen Hamilton has been at the forefront of strategy and technology consulting for 95 years. Providing a broad range of services in strategy, operations, organization and change, information technology, systems engineering, and program management, Booz Allen is committed to delivering results that endure. Headquartered in McLean, Virginia, Booz Allen has 20,000 employees and generates annual revenue of over \$4 billion.
- ▶ In our role as consultants, Booz Allen has been privileged to see, take part in, and catalyze many key events in the spheres of both business and government:
 - The emergence of modern corporations in the 1920s and 1930s,
 - The Allied mobilization in World War II and the beginning and end of the Cold War,
 - The dawn of the Space Age,
 - The evolution of the personal computer,
 - The breakup of old telephone systems and the creation of new ones, and
 - The birth of the modern National Football League.

Booz Allen Commitment to Disability

- ▶ Initiated 'top-down' task force assessment of disability services and requirements and implemented over 30 task force recommendations (1998-1999)
 - Everything from physical and electronic accessibility to training to hiring
- ▶ Disability Accommodations and Workplace Adjustment Services Team provides integrated service offering
 - Costs paid out of a central fund
 - Contract with sign language service company and free classes
 - 'Petting zoo' in Systems Resource Center
- ▶ Invests over \$400K per year in assistive technology, workplace evaluations, ergonomic equipment, and training
- ▶ Organized (with Walter Reed) one of the first workshops on reintegrating wounded warriors into the workplace
- ▶ Transformed disability commitment into business offering with Section 508 compliance work

Emerging Leaders Internship Program

- ▶ Emerging Leaders is a highly competitive program that places college students with disabilities in fulfilling summer internships and provides them with leadership development opportunities.
- ▶ Emerging Leaders partners with businesses to help them find outstanding young talent while also considering diversity and inclusion in their hiring practices.
 - In addition to Booz Allen, participating employers include Lockheed, JP Morgan Chase, and Liz Claiborne.
- ▶ Student applicants are matched with businesses through a careful screening process that helps ensure that the internship placement is a good fit for both parties.
- ▶ Booz Allen established the program in 2001 and now supports management by the National Business and Disability Council (information at www.emerging-leaders.com).

“Talented young men and women with disabilities often are denied opportunities for a strong start to their professional careers; the Emerging Leaders program exists to change that.”

–Dr. Ralph W. Shrader, Chairman and CEO

Disability Pro Bono Project

- ▶ Provided pro bono support in 2006-2007 to ServiceSource to help expand job opportunities for people with cognitive disabilities.
- ▶ There is obviously a need to diversify the present contractual base from federal JWOD program by expanding relatively small commercial business outlets.
- ▶ Because of funding stream changes and commercial competition, on-site employment centers are increasingly becoming a financial burden.
- ▶ Undertook sector analysis, interviewed 80+ stakeholders, and identified opportunities in health care, legal, and financial services sector.
- ▶ Helped develop more business-oriented, less charity-driven strategy toward employers.
- ▶ Focused on evolution toward demand-side, employer-driven models (e.g., Project SEARCH).
- ▶ Facilitated network of law firms (e.g., Baker Botts) and partnership with Inova Health System.

Booz Allen Disability Awards

- ▶ Department of Labor, Office of Disability Employment Policy, Circle of Champions Award
- ▶ Department of Labor, Office of Disability Employment Policy, New Freedom Initiative Award
- ▶ Henry Visconti Legacy Award, National Center for Disability Services
- ▶ Employer of the Year Award, Business Leadership Network
- ▶ Employer of the Year Award, Epilepsy Foundation
- ▶ Careers and the Disabled Magazine, Top 50 Employers for 2009
- ▶ Fortune Magazine, 100 Best Companies to Work for, 2009
- ▶ Business Week, 100 Best Places to Launch a Career, 2008

“Booz Allen hires the best people for the job, and we don’t let disability get in the way.”

–Charlie Zuhoski, Partner

Disability Forum

- ▶ Mission: To serve as a resource and an advocate to foster a cooperative, accessible, and supportive environment to the Booz Allen community. The forum will work with the firm to educate the community by increasing awareness and understanding of disability-related issues.
- ▶ Goals:
 - Assess the effectiveness of current disability programs at Booz Allen
 - Identify key issue areas and begin to address
 - Forecast emerging needs as disability initiatives expand
 - Provide sensitivity and awareness training on disability issues (e.g., employment and work-life issues)
 - Develop recommendations that promote the inclusion of employees with disabilities

Disability Forum Achievements

- ▶ Since 1999, the Disability Forum has continued the work of the task force to identify accessibility issues and outline areas for improvement in employment of people with disabilities.
- ▶ During the past few years, the Forum has assisted in making significant changes in Booz Allen accessibility, policy and procedure development, and education of our staff.
- ▶ Here are just a few of our milestones:
 - McLean campus automatic doors
 - Computer-based training program on disability awareness, interacting effectively with co-workers with a disability, and information on the Americans with Disabilities Act
 - Enhanced the process for acquiring an accommodation
 - Ongoing employee education through forum events and activities, including Disability Mentoring Day
 - Involvement in external disability activities allowing the firm to remain on target with national disability employment efforts (e.g., BLN)

Affinity Groups for Employees with Disabilities

- ▶ Employees with disabilities have established affinity groups within both public and private employers
 - U.S. Government: Department of Agriculture, Department of Labor, CIA...
 - Fairfax County (VA)
- ▶ Private employers include: IBM, AT&T, Microsoft, Ernst & Young, 3M, JP Morgan Chase, Medtronic, Verizon, Cisco
- ▶ Serve as vehicles for both internal and external networking and outreach for women, minority groups, GLBT, teleworkers, parents etc., and now people with disabilities
- ▶ Model needs to be adopted and adapted much more widely

Affinity Groups for Employees with Disabilities

- ▶ Acts as representative for employees with disabilities
 - Individual accommodations
 - Corporate accessibility
- ▶ Validates group as part of corporate culture
 - Interactions and support for members
 - Mechanism for publicizing contributions to organization
 - Liaison with community, including employment groups
- ▶ Works to ensure success of group members within organization
- ▶ Optimizes responsiveness and user-friendliness of products to customer base/market
- ▶ Provides network for interested outsiders to access job information/ contacts/referrals

EXCEL! Networking Group

- ▶ Move from demand side (employers) to supply side (job candidates)
- ▶ EXCEL! founded in May 1993 as one of the few professional networking groups run by and for job candidates with disabilities
- ▶ EXCEL! responds to a need for job seekers to develop their own programs and exercise their own sense of independence and self-sufficiency
- ▶ EXCEL! also seeks to provide an informal and conducive environment where people with disabilities can network and interact with representatives of major employers
 - Career counselors report 60% to 70% of jobs are found through networking
 - But people with disabilities face obstacles in networking

EXCEL! Networking Group

- ▶ Mission: The EXCEL! Networking Group seeks to enhance the self-determination and advancement of people with disabilities in the Washington metropolitan area who will form an active network of members with the goal of developing employment and professional opportunities, promoting education about disability, and reinforcing positive public attitudes about people with disabilities
- ▶ EXCEL! provides monthly networking meeting with employer representatives, job search workshops with career counselors, special educational events, and informal peer mentoring with employed members
 - Companies like Booz Allen, Ernst & Young, SAIC, SunTrust Bank, CSC
 - Agencies like Departments of Labor, Commerce, Defense, Agriculture, Justice, IRS, Census
 - Nonprofits like AARP, Inova Health System, and American Society of Association Executives
 - Local municipalities like Arlington and Fairfax Counties

EXCEL! Networking Group

- ▶ Most of our members have college-level education and some professional experience
- ▶ Many are trying to return to work after an adult-onset disability
- ▶ Ages range from early 20s to 60s
- ▶ Draw from DC and suburban Virginia and Maryland
- ▶ Roughly 100 formal members, with much wider network of sporadic participants
- ▶ Almost half of members are employed and provide informal peer mentoring and networking tips (advice, referrals, leads) to unemployed members
- ▶ Strong partnerships with professional career counseling organizations and practitioners
 - Negative experiences with the vocational rehabilitation system

EXCEL! Networking Group

- ▶ Each monthly meeting begins with announcements, member check-in, presentation by guest speaker or workshop, and informal networking
- ▶ This February, we're sponsoring a Federal Employment Workshop at the Department of Labor (Feb. 17) and a networking session with Defense Department representatives (Feb. 19)
- ▶ EXCEL! also communicates job news through its website, www.excelability.org, and its member listserv
- ▶ Lifetime dues are \$10; other funding support comes from private foundations, corporations, and local government
- ▶ Virtual organization on a shoestring budget, no staff or office, dependent on volunteers
- ▶ EXCEL! Board members do extensive outreach to employers, government agencies, and associations
- ▶ Sorry, no success rates – focus on outputs, not outcomes (no case closures)

EXCEL! Networking Group

- ▶ In 2005, the Virginia Board of People with Disabilities awarded EXCEL! a grant to develop a ‘how-to’ guide to replicating its self-help networking model
- ▶ Guide provides hands-on, practical advice on how to set up an EXCEL!-like organization
- ▶ Intention here is not to impose a ‘cookie-cutter’ design, but to develop a flexible, self-help framework that can be modified to respond to different environments
- ▶ EXCEL! ‘model’ responds to growing demand among Americans with disabilities for increased self-determination and control of processes that lead to employment
- ▶ *“Persons with disabilities...are often excluded from leadership networks. Their exclusion prevents them from attaining levels of self-development required for high-level decision-making. Supporting the leadership of persons with disabilities reverses this negative pattern that serves to keep persons with disabilities ‘in their place.’ ”* (Dr. Carol J. Gill, University of Illinois at Chicago)

Conclusion

- ▶ Employers like Booz Allen need to become more proactively involved in the disability employment equation
 - Recognized by Neil Romano, ex-Assistant Secretary of Labor (ODEP)
 - Project SEARCH model for individuals with cognitive disabilities
- ▶ Employee affinity groups should be encouraged as mechanisms to affect internal change and as windows for external outreach and increased employment
- ▶ Job search networking groups like EXCEL! – with a self-help philosophy – can be key to expanding employment opportunities
- ▶ Tough economic times require emphasis on job retention strategies
- ▶ Networking is the name of the game!
- ▶ We are all consultants!

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NTAR Leadership Center Website

www.ntarcenter.org