

DISABILITY EMPLOYEE RESOURCE GROUP COMPENDIUM

Employer Best Practices

Due to the increasing number of NBDC members expressing interest in developing and / or enhancing *Disability Employee Resource Groups* to serve as resources to the organizations, the following information was collected and disseminated with the permission of participating NBDC member companies.

**NBDC / Just One Break, Inc. (JOB) / Abilities!
Family of Services
September 2010**



The NBDC is a partner in the Campaign for Disability Employment's, "What Can YOU Do?" initiative to promote employment of people with disabilities by encouraging employers, and others, to recognize the value and talent that people with disabilities bring to the workplace.



The Importance of Employee Resource Groups

As America's minority population continues to grow, so does the desire for a corporate environment that is balanced between everyone. In keeping with that goal, more and more companies and employees are setting up organizations geared toward addressing the unique issues of various groups. These employee networks, also known as Employee Resource Groups are forming at businesses across the United States. They offer employees an opportunity to network, talk, and get support from those who share similar backgrounds, experiences, or interests. A group that is well led and well managed from the beginning will be more effective at addressing these initial issues. To help facilitate a successful endeavor, company officials and employees should decide early on what characterizes a good Employee Resource Group. Consider the following:

- The driving force behind the formation of employee networks is a common interest. It is important to have a positive work environment for all employees and business partners where individuals with many backgrounds, lifestyles and disabilities are respected and strives to ensure the rights and dignity of everyone.
- Although, employees found these groups, they can be beneficial to employers and businesses as well. Since the ultimate goal for these groups is that members are meeting for the good of the company.
- Employee Resource organizations can produce relationships with important business contacts. As more employee networks form, communication and understanding between different networks increase. Not only do employees learn about one another, but they also discover how much they can offer an organization. By developing these relationships, businesses can heighten loyalty and boost retention. In an atmosphere where employers are struggling to keep workers, results like these can be priceless. The notion that the business is really interested in making its employees feel comfortable can also go a long way toward keeping valuable workers.
- Employee Resource groups in the employment sector can focus on such topics as employment and workplace issues facing employees with disabilities. A forum such as this can be a useful network for sharing ideas, news and resources. It can



The NBDC is a partner in the Campaign for Disability Employment's, "What Can YOU Do?" initiative to promote employment of people with disabilities by encouraging employers, and others, to recognize the value and talent that people with disabilities bring to the workplace.



also be an "Expert Forum" for people who are seeking advice or guidance on this topic from people who are dealing with similar or related situations.

Employee Resource groups are a useful, low-cost tool for furthering organizations' diversity initiatives. Like all business programs, however, they must be carefully planned and well managed. Running an effective Employee Resource group is an on-going process, but as you will see, the benefits are well worth it.



*This document is the first round of its **Disability Resource Group Compendium**. With NBDC member support, we have been able to compile information on a number of best practices.*

The Compendium is being developed in conjunction with NBDC's participation in the Campaign for Disability Employment (www.whatcanyoudocampaign.org). As we move forward with this initiative, we anticipate including additional Disability Resource Group Best Practices to be added to a growing Compendium.

We'd like to thank all who submitted and look forward to your feedback.



The NBDC is a partner in the Campaign for Disability Employment's, "What Can YOU Do?" initiative to promote employment of people with disabilities by encouraging employers, and others, to recognize the value and talent that people with disabilities bring to the workplace.



DISABILITY EMPLOYEE RESOURCE GROUP COMPENDIUM

Employer Best Practices

Barclay's Capital

Group Name: Disability Champion's Network (DCN)

Mission/Goal: To provide a forum that allows all Barclay's Capital staff to broaden their understanding regarding people with disabilities by sharing ideas, networking, and performing community activities, to support Barclays Capital employees with disabilities or staff who have family members with disabilities, and to assist in the advancement of the Barclays Capital diversity program by recruiting, developing and retaining qualified candidates with disabilities

Structure and Schedule: The DCN network holds monthly meetings. All members are invited to attend or dial in via conference call. The Network has an informal steering committee responsible for all operations of the network, including philanthropy and employee development. It also has a strong partnership with Barclay's dedicated Diversity Campus Recruiting team who are invited to all meetings and events.

Most Innovative Initiative: Increasing the accessibility and awareness around closed captioning. Barclay's Capital has the technology to provide closed captioning and the goal of the DCN network is to promote its use during broader management announcements and dedicate a firm wide budget to satisfy employee accommodation requests.

Greatest Challenge: Recruiting individuals with disabilities. The challenge of identifying qualified candidates is twofold: First, self identification, and Second, process efficiency. The first challenge relates to individuals willing to self identify and hosting recruiting programs where they feel comfortable attending. Once candidates express interest, the second challenge is efficiently filtering resumes and e-mails to match qualified candidates with Barclay's requirements. In response, the Network continues to work with Emerging Leaders and has recently begun building direct relationships with disability offices at core recruiting schools.

Guidance to Other Interested in Starting Similar Groups: The committee's goal to starting a group was identifying a willing and able senior sponsor who is passionate about the mission. A successful sponsor will recruit other members of the team and be impactful when directing the agenda. Networking with other firms and partnering with external organizations also plays a very important role in increasing awareness and sharing ideas.



The NBDC is a partner in the Campaign for Disability Employment's, "What Can YOU Do?" initiative to promote employment of people with disabilities by encouraging employers, and others, to recognize the value and talent that people with disabilities bring to the workplace.



Booz Allen Hamilton

Group Name: diverseABILITY formerly called the Disability Forum.

Organization Size: 23,000

Formal Diversity Statement: Our vision is to be the employer of choice in the industry for people of all backgrounds. Our goal is to create a diverse environment that actively fosters respect, inclusion, and opportunities for all employees.

Initiation of the Group: The firm wanted to ensure that people with disabilities, their families and friends had a resource for employment, accommodation, recruiting, professional development and leadership opportunities available to them, to share information and resources, and enable them to be actively engaged in promoting these opportunities.

Time since Established: 7 years

Steps Taken to Start Program: An employee with a disability took the initiative to work with the Diversity and Inclusion Team to engage an Executive sponsor, established a Leadership Team and created a business case for the need to have a Disability Resource Group. The business case was presented to the Chairman of the firm who approved the new employee resource group. Initially, Diversity Recruiting and Community Relations partnered with the Disability Forum to launch the new group. The Leadership Team established a set of By-Laws for operating the Forum, along with a formal Mission Statement and Goals. Since its inception, the Forum has recently been rebranded to its current name diverseABILITY which reflects a new direction for engaging more employees and their friends, expand its mission and goals to be the Firm's recognized resource for employees to learn about developments and current topics in the disability world.

Mission/Goal: 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.

Specific Goals:

1. Assess the effectiveness of disability programs offered by the firm, identifying key areas of impact with a focus toward forecasting emerging, cutting edge adaptive technologies, make recommendations for applying them throughout the firm, and share best-practices in new technologies and policies across the firm that enable employees with disabilities to have access to the latest assistive technologies.
2. Create partnerships with internal firm diversity teams to provide outreach and education through enhanced training and awareness on issues affecting disabled and non-disabled employees including employment, work/life balance, and career development.
3. Develop and promote the inclusion of employees with disabilities through mainstream information activities and outreach that encourage an all-inclusive, accepting



The NBDC is a partner in the Campaign for Disability Employment's, "What Can YOU Do?" initiative to promote employment of people with disabilities by encouraging employers, and others, to recognize the value and talent that people with disabilities bring to the workplace.



environment for employees to disclose, acknowledge and participate fully in the firm's workforce.

4. Become the recognized Firm resource for employees to learn about developments and current topics in the disability world.

Structure and Meeting Schedule: diverseABILITY has a Leadership Team comprised of 20 members who have specific, designated roles. The group holds monthly meetings by teleconference.

Location of One or More DRG: diverseABILITY is operated out of the firm's headquarters in McLean, VA and maintains smaller groups in select locations throughout the country such as San Diego and St. Louis. The group has a specific person assigned to coordinating outreach to other geographies and is currently undertaking an effort to increase the group's presence in other locations.

Most Innovative Aspect of the Program:

diverseABILITY sponsors several outreach, educational and speaker events to provide resources for employees on various disability issues. Their signature event is an annual Disability Mentoring Day, a day-long event providing people with disabilities—college students, working professionals and veterans - information about management consulting in general, and specifically about Booz Allen. Each year, the event hosts about 25 participants who spend the day learning about Booz Allen, the management consulting industry and the importance of diversity at the firm.

Greatest Challenge and How Has It Been or Is It Being Overcome: Persons with disabilities are often reluctant to join and engage in diverseABILITY due to not wanting to disclose that they may have a disability. They can often feel that self-disclosure will have an adverse impact on their career, feeling that disclosure inhibits their ability to be viewed as productive employees. There is a concern that disclosure will impact their ability for leadership and promotion opportunities. diverseABILITY has made it a specific goal and priority to assess its current outreach and education efforts specific to how employees receive information about employment and accommodation practices. The Leadership Team has coordinated a Task Team specifically charged with reviewing current firm policies and make recommendations to improve how diverseABILITY can play a larger role in promoting the inclusion of employees with disabilities through mainstream information activities and outreach that encourage an all-inclusive, accepting environment for employees.

Tips on Maintaining Momentum or Reenergizing: It is important that members have a stake in the diverseABILITY mission and goals, with opportunities for people to contribute and share their passion, expertise and knowledge.

Budget Information: We are not at liberty to share that information

Other Support: diverseABILITY receives support from its Executive Sponsor, Diversity and Inclusion Team Leadership, and the other employee resource groups with whom it partners on many activities to support not only its own goals, but larger firm diversity goals.



The NBDC is a partner in the Campaign for Disability Employment's, "What Can YOU Do?" initiative to promote employment of people with disabilities by encouraging employers, and others, to recognize the value and talent that people with disabilities bring to the workplace.



Leveraging Relationships with the Organization's Other Resource Groups: diverseABILITY maintains on-going partnerships with the leadership of the 13 other firm supported employee resource groups to exchange/share intellectual capital, collaborate on specific events and share financial resources.

Measuring Success: By increasing the awareness of issues and opportunities for the constituency in which this group serves in the firm. Success is also measured by the increase in recruiting and hiring of individuals within this constituency group. Development opportunities such as mentoring and training are other areas in which success is measured by this group.

Guidance to Others Starting Similar Groups: Anyone interested in started a similar group should set strategic and business goals that align with your organization's goals and provides growth and advancement opportunities for the members in which it serves.



The NBDC is a partner in the Campaign for Disability Employment's, "What Can YOU Do?" initiative to promote employment of people with disabilities by encouraging employers, and others, to recognize the value and talent that people with disabilities bring to the workplace.



CVS Caremark

Group Name: Disability Resource Group

Formal Diversity Statement: Yes, we have one and it specifically includes people with disabilities. *Status of Group:* We are interested in beginning and exploring the establishment of one. Corporate created a new position recently for a VP of Diversity with experience in establishing affinity and / or resource groups. At this time, we are in the initial stages.

Other Information: Members of our Workforce Initiatives team have a number of programs connecting in communities with groups related to employment of people with disabilities. We also serve as an internal resource to managers who either express a special interest in hiring people with disabilities and/or who may have specific questions when an applicant presents themselves and has a disability.



The NBDC is a partner in the Campaign for Disability Employment's, "What Can YOU Do?" initiative to promote employment of people with disabilities by encouraging employers, and others, to recognize the value and talent that people with disabilities bring to the workplace.



EMC²

Group Name: EMC² Disability Employee Resource Group

Organization Size: Approx. 33,000 employees worldwide

Formal Diversity Statement: EMC does have a formal diversity statement; however, disabilities are not explicitly mentioned.

Initiation of the Group: There was a “call to arms” of sorts on an internal EMC website looking for individuals willing to create an ERG focused on individuals with disabilities and parents of children with special needs.

Time Since Established: One Year

Steps Taken to Start Program: Initial steps involved building out the core group that would found the DERG. Embedded within the process was the drafting of By-Laws, securing executive sponsors, and spreading the message.

Mission/Goal: Our mission statement is as follows: “To Advance EMC as a leader and to continue its role as the Employer of choice by promoting awareness and understanding of disabilities. It is the objective of the EMC Disability Employee Resource Group to assist EMC employees, individuals and their families with the use of an online resource library, seminars, and networking opportunities.”

Structure and Meeting Schedule: The group has a formal Board consisting of the most active members; we meet as needed.

Location of One or More DRG: At the present moment, only one DRG is in existence, chapters are planned in the near term.

Most Innovative Aspect of the Program: Launching a collaborative Jobs program with an outside agency (HMEA) as well as the creation of a digital repository/library of resources surrounding disabilities.

Greatest Challenge and How Has It Been or Is It Being Overcome: Managing worldwide membership from one chapter located at the company’s headquarters, keeping members involved.

Tips on Maintaining Momentum or Reenergizing: Having the same core group of individuals can get stale over time; to re-energize new leadership may need to come into play. Also, having new/different events (provided they are relevant) helps to keep everything fresh.

Budget Information: Funds are allocated yearly from the company.



The NBDC is a partner in the Campaign for Disability Employment’s, “What Can YOU Do?” initiative to promote employment of people with disabilities by encouraging employers, and others, to recognize the value and talent that people with disabilities bring to the workplace.



Other Support: The DERG receives corporate sponsorship from two executive sponsors. There are also supporters at all levels of the company.

Leveraging Relationships with the Organization's Other Resource Groups: We co-sponsor events and share each others already existing resources.

Measuring Success: We haven't been formally Measuring Success, but we do use client survey to garnish responses to events.

Guidance to Others Starting Similar Groups: Have specific guidelines detailing the formation and initiating the Group. Mentor meeting before starting a group.

Other Information: Be passionate, have a diverse Board so there is a check and balances system.



The NBDC is a partner in the Campaign for Disability Employment's, "What Can YOU Do?" initiative to promote employment of people with disabilities by encouraging employers, and others, to recognize the value and talent that people with disabilities bring to the workplace.



Fermi National Accelerator Laboratory

Group Name: Unity Coat: “The Disability Coat, unlike our winter or rain coat, is one that often cannot be removed. Disability is a minority group that anyone can join at any moment. We are all just one breath away from putting on that coat. The name Unity Coat represents unification of all persons at Fermilab who share the concerns of persons with disabilities.”

Organization Size: 1,950

Formal Diversity Statement: Yes, we have one and it includes persons with disabilities explicitly.

Initiation of the Group: It is one of the ERG’s on the Fermi Diversity Council and was initiated by employee interest.

Time Since Established: Almost 2 years

Steps Taken to Start Program: We invited employees with disabilities and others to organize to promote disability issues and to be a resource for management.

Mission/Goal: The group has made suggestions about facility renovations, emergency evacuation procedures, and provides a series of “lunch and learn” workshops on topics of general and specific interest.

Structure and Meeting Schedule: Chair, co-chair, secretary, volunteers; monthly meetings.

Location of One or More DRG: We have only one hiring location

Most Innovative Aspect of the Program: It is run by employees with disabilities and works in response to employee needs and requests.

Greatest Challenge and How Has It Been or Is It Being Overcome: The biggest challenge is the lack of sustained funding for programmatic initiatives. The group has to rely exclusively on volunteers

Tips on Maintaining Momentum or Reenergizing: Regular meetings and email communications through a listserv are crucial; encouraging volunteers to participate fully in the planning and execution of an event provides a sense of ownership and empowerment.

Budget information: We had no budget for FY10.

Other Support: The Manager of the Equal Opportunity Office and the EO Specialist serve as the executive sponsors

Leveraging Relationships with the Organization’s Other Resource Groups: We only have one other ERG, the GLBT



The NBDC is a partner in the Campaign for Disability Employment’s, “What Can YOU Do?” initiative to promote employment of people with disabilities by encouraging employers, and others, to recognize the value and talent that people with disabilities bring to the workplace.



Measuring Success: Track attendance at the “lunch and learn” workshops and the general heightened awareness that disability issues have to be taken into account for facility planning.

Guidance to Others Starting Similar Groups: The chair and co-chair have to be confident and persistent leaders.

Other Information: We would be happy to answer questions from other companies interested in starting their own ERG.



The NBDC is a partner in the Campaign for Disability Employment’s, “What Can YOU Do?” initiative to promote employment of people with disabilities by encouraging employers, and others, to recognize the value and talent that people with disabilities bring to the workplace.



HSBC Bank USA

Group Name: People with disAbilities

Organization Size: 156

Initiation of the Group: Senior Management's Diversity Strategy

Steps taken to Start Program: Engaged interested people to start hosting various events.

Mission/Goal: To leverage the diverse creative skills of our employees to ensure their talents are utilized to influence our customers, shareholders, suppliers and communities.

Structure and Meeting Schedule: Varies by Chapter, typically, monthly with the Chair organizing and team participating.

Most Innovative Aspect of the Program: The passion and drive of members many ideas on the table. The ability to connect across the country through video and conference call meetings and events.

Greatest Challenge and How Has It Been or Is It Being Overcome:

Tips on Maintaining Momentum or Reenergizing: Action ideas timely and effectively thus keeping the momentum and energy high

Other Support: Engage Outside Consultants on what is being done industry wide that works and incorporate these ideas into our ERG. Why reinvent the wheel.

Leveraging Relationships with the Organization's Other Resource Groups: Have joined up events on a regular basis; open communication and report progress, and share best practices.

Guidance to Others Starting Similar Groups: Don't be quickly discouraged at setbacks. Promote successes and keep your eye on the ball.



The NBDC is a partner in the Campaign for Disability Employment's, "What Can YOU Do?" initiative to promote employment of people with disabilities by encouraging employers, and others, to recognize the value and talent that people with disabilities bring to the workplace.



Internal Revenue Service (IRS)

Group Name: IRS – DEAF, Deaf Employee Advocacy Forum; IRS – VIEW, Visually Impaired Employees; MOS-IRS, Military Outreach of Service

Organization Size: 100,000+

Formal Diversity Statement: At the IRS, we are proud of our dynamically diverse workforce. We know the individual strengths and abilities of our unique employees make us a stronger and more unique organization.

Initiation of the Group: Each group was created as a result of Self Advocacy

Time Since Existence: IRS DEAF - ; IRS- VIEW MOS-IRS less than 2 years.

Mission/Goal:

- **IRS-DEAF** - This group's mission is to provide Deaf and Hard of Hearing employees with a voice in the IRS, and to encourage the inclusion of the cultural and linguistic principles of the Deaf and Hard of Hearing in the workforce.
- **IRS VIEW** - The mission is to advocate practices within the IRS which are crucial to identifying the information access needs of IRS employees with disabilities who use adaptive technology.
- The **Military Outreach for Service-Internal Revenue Service (MOS-IRS)** is an IRS employee organization open to everyone whose primary focus is improving the lives of veterans, no matter if active, retired, or previously separated.

Structure and Meeting Schedule: Monthly Chapter meetings, Quarterly Regional Meetings and Annual National Conferences.

Location of One or More DRG: Nationwide. Each organization has its own structure including a national president and regional and local chapters.

Budget Information: Membership fees only. Employer provides matching support for National and Regional conferences.

Other Support: Executive sponsorship at annual conferences. Speakers, presenters, career fairs during national conference. Company allowed time off.

Other Information:

The organizations mentioned above represent 3 out of 11 employee organizations within the IRS. The information provided here has been provided from the employer's perspective and not from the perspective of the Affinity Group. Several questions have not been answered to prevent the dilution of any message the individual organization may wish to provide.



The NBDC is a partner in the Campaign for Disability Employment's, "What Can YOU Do?" initiative to promote employment of people with disabilities by encouraging employers, and others, to recognize the value and talent that people with disabilities bring to the workplace.



JPMorgan Chase

Group Name: Access Ability Network Group

Time since Established: The group was established by employees as a grassroots effort in 1998

Mission/Goal:

- Building awareness of this segment as a source of talent and business opportunities
- Acting as a resource for employees with disabilities and their colleagues and family members
- Enhancing career and personal development opportunities for people with disabilities
- Community involvement

Structure and Meeting Schedule: Is championed by an Executive Sponsor, Scott Powell, CEO Consumer Banking. Chapters maintain leadership structure comprised of co-chairs, treasurer, secretary and sub-committee leads. Current chapters operate from 7 regions within the JPMC footprint, including the UK. Regional chapters host meetings as dictated by local needs of the chapter, with global meeting forums hosted periodically for all chapters to share best practices. Group will present notable achievements and goals to Executive Sponsor for feedback and support.

Location of One or More DRG: New York Chapter, quickly followed by Delaware, Texas, Midwest, Ohio and the UK

Most Innovative Aspect of the Program: In addition to focusing on professional development, recruiting, and community, the group has served as a new business development/technology resource to the firm, for example, marketing accessible ATMs.

Greatest Challenge in Getting Started / Maintaining Momentum and How to Overcome: The group has been in existence for over a decade with new chapters still forming, however, the challenge is to:

- Continue to build sustainability/strategy beyond Disability Employment Awareness Month
- Mapping out a few core initiatives to focus on throughout the upcoming year via a formal business planning process
- Leverage key external resources for innovative ideas (NBDC)

Guidance to Other Interested in Starting Similar Groups: Important to establish clear objectives with formal operating structure, which includes leadership (with succession planning for new member engagement and development) and chapter by-laws. Senior management support is critical to the success and sustainability of the group.

Other Information: Additional best practice JPMC Access Ability has demonstrated includes:

- Ensuring meetings are accessible, coming up with meeting guidelines and tools for meeting organizers.



The NBDC is a partner in the Campaign for Disability Employment's, "What Can YOU Do?" initiative to promote employment of people with disabilities by encouraging employers, and others, to recognize the value and talent that people with disabilities bring to the workplace.



- Awareness fairs, especially displaying equipment / tools available so that employees felt comfortable self-identifying and asking for assistance. Also demonstrates to managers that disability accommodations are rather simple requests and resources are easily accessible.



The NBDC is a partner in the Campaign for Disability Employment's, "What Can YOU Do?" initiative to promote employment of people with disabilities by encouraging employers, and others, to recognize the value and talent that people with disabilities bring to the workplace.



KPMG LLP

KPMG LLP, the audit, tax and advisory firm (www.us.kpmg.com), is the U.S. member firm of KPMG International Cooperative (“KPMG International.”) KPMG International’s member firms have 140,000 professionals, including more than 7,900 partners, in 146 countries.

Organization Size: KPMG LLP (U.S.) has more than 20,000 employees and partners in the U.S.

Group Name: The Disabilities Network

Formal Diversity Statement: We have a formal diversity statement that includes people with disabilities. Our statement is as follows: KPMG LLP reaffirms its long-standing policy of providing equal opportunity for all applicants and employees regardless of their race, color, creed, religion, age, gender, national origin, citizenship status, marital status, sexual orientation, gender identity, disability, pregnancy, veteran status, genetic information, or other legally protected status.

Initiation of the Group: KPMG’s vision was to create a network that would help ensure we continue to foster a work environment that recognizes people of all abilities, and the impact a disability or disabilities can have on an individual’s life and family. In addition, we wanted to foster a culture of respect and inclusion as it relates to people with disabilities and their families.

Time Since Established: Established December 2007

Steps Taken to Start Program: In December 2006 KPMG launched a network for parents of children with special needs as a way to help support our partners and employees who are the parents or caregivers of a child with special needs. In December 2007, we expanded that network to create a national disabilities network that includes partners and employees with disabilities, as well as parents, relatives and caregivers of individuals with special needs.

Mission/Goal: The Disabilities Network’s mission is to foster an environment that supports partners and employees who have a disability, or who have a child or other dependent with special needs, as they build their careers at KPMG. The network strives to raise awareness among all our people about the unique needs and talents of individuals with disabilities, helping to ensure all partners and employees feel accepted, valued and treated fairly. It is the firm’s intention that the Disabilities Network enhance our business by providing opportunities to educate and increase awareness, support career development, influence policy decisions, participate in community activities, and much more. The network promotes an environment of mutual respect and teamwork among all our people, while providing an avenue for those seeking the guidance, encouragement, and camaraderie of others who have successfully faced similar challenges. The leaders of the Disabilities Network—a senior leader of the firm who is the parent of a child with special needs, and a partner who herself has a disability and also is a caregiver for her sister, who has special needs—have been both role models and key drivers for raising awareness of challenges in the workplace, and how to leverage community partnerships to further engage our employees on the issue.



The NBDC is a partner in the Campaign for Disability Employment’s, “What Can YOU Do?” initiative to promote employment of people with disabilities by encouraging employers, and others, to recognize the value and talent that people with disabilities bring to the workplace.



Structure and Meeting Schedule: The Disabilities Network is one of KPMG’s national diversity networks and as noted above has two partner co-chairs with first-hand knowledge of disabilities. These co-chairs also are members of the firm’s national Diversity Advisory Board, which helps drive the firm’s commitment to diversity and inclusion. Other members of the Diversity Advisory Board include our Chairman; the National Managing Partner, Diversity and Corporate Responsibility; the Vice Chair, Human Resources; the co-chairs of our five other diversity networks; and our national Director, Diversity. The DAB brings together the individual ideas and best practices of all six networks, all of which also have their own advisory board. The advisory board of the Disabilities Network includes 10 employees and partners who meet on a monthly basis.

Location of One or More DRG: We have 11 offices across the country with a Disabilities Network chapter. Each local office chapter meets regularly, and drives initiatives led by employees and partners, with the support of the local partner champion.

Most Innovative Aspect of the Program: Any organization seeking to establish a network of their own should consider starting with some basic, yet innovative, initiatives. As an example, we conducted a facilities audit in each office to identify aspects of workspaces that may pose a challenge to people with disabilities; provided disabilities awareness training for employees to better understand how to communicate, work with and relate to those with special needs; provided recruiter training to assist campus and experienced hire recruiters in building confidence when recruiting someone with a disability; built strategic partnerships with organizations recognized for serving people with disabilities; and conducted surveys to encourage self-identification and to determine needs of potential members.

To further underscore the firm’s commitment to those with disabilities or who are caregivers for others with special needs, we also developed podcasts featuring the partners who lead the Disabilities Network sharing their personal insights on the objectives and meaningful outcomes realized as a result of network efforts within the larger KPMG offices. Also, we created an online resource on the firm’s Diversity Web site specific to disability awareness to enable our partners and employees to access materials that include People First Language and Exceptional Care Giving. Additionally, virtual meetings accessible to everyone in the firm are conducted throughout the year, and to date have included several sessions on such topics as *Planning for the Future of a Loved One with Special Needs*, *Working with Your Insurance Company*, *Managing Healthcare for the Elderly*, and *Living with a Chronic Illness*.

Greatest Challenge and How Has It Been or Is It Being Overcome: Having a disability or caring for a loved one with a disability is a private matter and many people may not want to bring private matters into the workplace. Self-identification remains a challenge, so we continue to deliver the types of resources that consistently demonstrate our commitment and instill confidence while providing our employees and partners with the tools they need.

Tips on Maintaining Momentum or Reenergizing:

- Identify “leaders” among your employee base—people who are passionate about enhancing the work environment for people with disabilities and caregivers of people with disabilities.



The NBDC is a partner in the Campaign for Disability Employment’s, “What Can YOU Do?” initiative to promote employment of people with disabilities by encouraging employers, and others, to recognize the value and talent that people with disabilities bring to the workplace.



- Be creative with programs and resources. You don't need to invest a lot of money to offer your employees useful information. Leverage relationships with current vendors to provide resources at low or no cost to your organization. For example, we've offered online meetings about care giving for special needs children through our benefits vendor.
- Reach out to your federal and local government resources that may be available to provide information or seminars to your population

Budget information: KPMG's Disabilities Network is funded by firm leadership through a national diversity budget.

Other Support: As cited in previous responses, like all of our diversity networks, the Disabilities Network is linked directly to our firm leadership. In addition, all local chapters are supported by the local partner champion.

Leveraging Relationships with the Organization's Other Resource Groups: KPMG has a total of 114 chapters of national diversity networks. In offices where there are local chapters, the diversity networks often collaborate on community and professional development events in order to maximize impact for individual members, our community, our clients and the firm overall.

Measuring Success: We started in December 2007 with one chapter in New York City and now we have 11 across the United States. Our membership numbers have grown over the past three years to currently 443 members. We measure our success of all of our diversity networks through employee engagement and currently more than 40% of our employees and partners are engaged in one or more diversity networks. We also have been recognized externally by *DiversityInc* as a Top 10 company for People with Disabilities, and were honored with the Disability Matters award in 2008. We also just recently received USBLN's Supplier Diversity Corporation of the Year award.

Guidance to Others Who Are Starting Similar Groups:

- Gauge interest before launching a group. Our initial outreach efforts included offering employees a signed copy of the book, ***Chicken Soup for the Soul: Children with Special Needs, in*** commemoration of National Disabilities Employment Awareness Month. At the same time, we also ***asked individuals who requested the book to indicate their interest in a network. The response exceeded expectations.***
- ***Enlist the support of your leadership group to assist you in making the network visible throughout your organization.***

Other Information: KPMG's Disabilities Network is a key component of our overall diversity strategy. The firm's commitment to this and all of our diversity networks is evident in the hands-on involvement of our partners, several of whom lead the networks and sit on the firm's Diversity Advisory Board. As members of the Diversity Advisory Board, these leaders influence and advise the firm's management committee and board of directors on our diversity strategies and objectives, the progress we're making, and the ways we can continue to integrate diversity and inclusion in our business strategy. They also are committed to ensuring that we continuously enhance the recruitment, retention, and advancement of a diverse team of partners and employees.



The NBDC is a partner in the Campaign for Disability Employment's, "What Can YOU Do?" initiative to promote employment of people with disabilities by encouraging employers, and others, to recognize the value and talent that people with disabilities bring to the workplace.



Merck

Group Name: Merck Allies for Disabilities

Organization Size: 100,000 globally

Initiation of the Group: all ERG's are grass root organizations

Time since Established: 3 years

Location of One or More DRG: One ERG with chapters throughout the country

Greatest Challenge and How Has It been or Is It Being Overcome: self-identification

Budget Information: funded by Corporate

Other Support: Executive sponsors and direction from Corporate ERG Leader

Leveraging Relationships with the Organization's Other Resource Groups: All ERG's participate in a group with representatives from all ERG's – they collaborate on initiatives throughout the year



The NBDC is a partner in the Campaign for Disability Employment's, "What Can YOU Do?" initiative to promote employment of people with disabilities by encouraging employers, and others, to recognize the value and talent that people with disabilities bring to the workplace.



MetLife

Group Name: We have established an Employee Resource Group for Individuals with Disabilities

Organization Size: 35K plus (domestic and global)

Formal Diversity Statement: Strengthen MetLife's position as an industry leader by positioning it to draw on the collective talents, experiences and ideas of a diverse and engaged workforce. In creating an environment that welcomes different perspectives and enables our people to contribute to the fullest of their abilities, we will drive growth and profitability wherever we do business.

Initiation of the Group: Need to remain competitive in the market by strengthening our bottom line through diversity and inclusion – improve upon disability awareness and education of managers, accessibility and accommodation issues, increase our talent pool, leverage marketing strategies.

Time Since Established: June 2010

Steps Taken to Start Program: HR performed benchmarking studies, networking, engaging business leaders to develop initiatives that will help to accomplish our goals.

Mission/Goal: Build Awareness and Competency around Disability Inclusion at Work and in the Marketplace

- Engage MetLife leaders as champions of disability inclusion
- Provide opportunities to build awareness and competency through interactive dialogue and skill building workshops (etiquette workshop, disability 'jeopardy' etc)
- Include individuals with disabilities as motivational speakers and workshop participants
- Provide opportunities for MetLife associates to share knowledge and experiences
- Leverage MetLife Center for Special Needs Planning
- Increase awareness of workplace accessibility and accommodation solutions
- Engage Diversity Committees, LIATS and existing Affinity Groups
- Align activities and goals with Veterans Task Force
- Expand awareness and impact through strategic communications, including video where appropriate

Structure and Meeting Schedule: The committee meets approximately once a month.



The NBDC is a partner in the Campaign for Disability Employment's, "What Can YOU Do?" initiative to promote employment of people with disabilities by encouraging employers, and others, to recognize the value and talent that people with disabilities bring to the workplace.



Location of One or More DRG: Currently New York City – looking to expand to other locations.

Most Innovative Aspect of the Program: In 2010 the group was launched and we implemented successful activities for associates during National Disability Employment Awareness Month. This included Disability Etiquette workshop, Disability Mentoring Day and Special Needs Planning workshops held at several locations across the country.

Greatest Challenge and How Has It Been or Is It Being Overcome: Greatest challenges are to engage employees and will be managing disclosure, making employees feel comfortable to share their stories, time and efforts.

Tips on Maintaining Momentum or Reenergizing: TBD

Budget information: Supported by the budget for Diversity program and activities – no set amount is assigned.

Leveraging Relationships with the Organization’s Other Resource Groups: Established partnerships with line of business leaders that have a vested business interest in the group – MetLife Center for Special Needs Planning, Partner with Public Relations to create and promote a favorable image of MetLife, partnership with Supplier Diversity / LIAT / other Affinity Groups.

Measuring Success: being able to establish new groups or have other diversity groups undertake as an initiative.

Guidance to Others Starting Similar Groups: If employees are not requesting a disability ERG, get started by engaging leaders that are highly motivated to start a leadership group. Include individuals who have the ability to commit, expressed interest in participation in such group and have a professional or personal affiliation.



The NBDC is a partner in the Campaign for Disability Employment’s, “What Can YOU Do?” initiative to promote employment of people with disabilities by encouraging employers, and others, to recognize the value and talent that people with disabilities bring to the workplace.



National Grid

Group Name: Enabling

Organization Size: approximately 17,500

Formal Diversity Statement: Yes, and it does include people with disabilities.

Initiation of the Group:

- 2006 - Enabling launched at National Grid UK.
- 2007 - National Grid UK acquired KeySpan headquartered in Brooklyn, New York
- 2009 - National Grid's US Office of Inclusion & Diversity was fully staffed and able to launch several new ERGs (Enabling, Veterans, Native American Indians) bringing the total ERGs at National Grid US to 10.

Time Since Established:

- Enabling UK launched in July 2006
- Enabling US launched in October 2009

Steps Taken to Start Program:

- I&D announced creation of Enabling in company's newsletter (Spring 2009)
- Executive Sponsor recruited by I&D (Spring 2009)
- I&D supervised employees who responded and prepared agenda for launch (Summer 2009)
- Enabling launched; 150 employees attended and became Enabling members (Fall 2009)
- I&D recruited 15 employees from 150 members to be Planning Committee members (Winter 2009)
- Identified 3 co-chairs to be responsible for leading Enabling (Spring 2010)

Mission/Goal:

- Advise the company how to create a more inclusive workplace in which the full abilities of all employees are unleashed and where applicants with disabilities view National Grid as a workplace of choice.
- Provide recommendations regarding how to foster a flexible work/life environment for employees who are caregivers for individuals with disabilities.
- Raise awareness of issues impacting customers with disabilities and how National Grid can best serve this community.

Structure and Meeting Schedule:

- Executive Sponsor
- 3 Co-Chairs
- Additional structure currently being organized
- There is no regular meeting schedule at this time. Ad hoc meetings take place for the purpose of planning events. This may change as group evolves.



The NBDC is a partner in the Campaign for Disability Employment's, "What Can YOU Do?" initiative to promote employment of people with disabilities by encouraging employers, and others, to recognize the value and talent that people with disabilities bring to the workplace.



Location of One or More DRG: Yes, including Enabling, National Grid has 10 ERGs in the US with approximately 1,200 members located throughout the company.

Most Innovative Aspect of the Program:

- Two of our co-chairs are contract (Union) employees. At predecessor companies union employees were not eligible to join ERGs – so it is unique to Enabling that two union employees have decided to take on such important leadership roles in the group.
- The focus of our group includes employees who are caregivers to persons with disabilities and how best to serve customers with disabilities.
- It provides an opportunity for employees to make suggestions on how to best create a more inclusive work environment for those with disabilities.

Greatest Challenge and How Has It Been or Is It Being Overcome: Getting employees to self-identify, even within the ERG itself.

Tips Maintaining Momentum or Reenergizing:

- The best way to keep it going is to constantly recruit new employee-volunteers into the group to keep it fresh and to keep from burning out the first group of volunteers. At the same time, never kick out anyone who is still willing and able to help! Take people up on their offers of help – put them in charge of something to give them ownership. Again, executive and corporate support is essential here too.
- Keep trying to meet with individuals on a one to one basis and explain what the ERG's objectives and responsibilities are in an effort to bring in new members.

Budget information: Enabling, like all the ERGs, is funded through the Office of Inclusion & Diversity

Other Support: Enabling has an executive sponsor and an advisor from the Office of Inclusion & Diversity

Leveraging Relationships with Your Organization's Other Resource Groups:

- I&D facilitate monthly teleconferences for the ERG leaders.
- I&D organize annual summits for the ERG leaders.
- I&D encourages ERGs to communicate regularly with their members
- I&D disseminate an ERG Announcement of news and upcoming events twice a month allowing ERG leaders to communicate with members of all ERGs.
- I&D encourages ERGs to collaborate with one another when organizing company-wide events

Measure Success:

- Work environment viewed as more inclusive and more employees feel safe in self-identifying as having disabilities and requesting reasonable accommodations
- Enabling members' scores on an annual ERG Assessment
- Managers view of Enabling is as a resource for education and guidance
- Enthusiastic involvement of members on committees and increased attendance at events



The NBDC is a partner in the Campaign for Disability Employment's, "What Can YOU Do?" initiative to promote employment of people with disabilities by encouraging employers, and others, to recognize the value and talent that people with disabilities bring to the workplace.



Guidance to Others Starting Similar Groups:

- Executive, HR, and I&D support are essential so employees feel comfortable volunteering to help the group and attend events – corporate support of the ERG needs to be well-known company-wide.
- Find a small group of enthusiastic employee-volunteers and give them lots of support and guidance and then let them go for it.
- Put employees in contact with other ERG leaders at your company or at other companies.
- Assign someone (I&D advisor is our case) to launch the new group.
- Mostly, just the willingness to put in the time to listen and talk to people. Also for members and officers, especially to have the passion to help and inform others.

Other Information:

- Make sure the business case is clear at your company, and how the group will be helpful to the company, its employees, and its customers.
- Be willing to reach out! The main objective is to (a) communicate, (b) have compassion, and (c) understanding individual needs and let them know that they are not alone with their situations.

National Grid is an international energy delivery company. In the U.S., National Grid delivers electricity to approximately 3.3 million customers in Massachusetts, New Hampshire, New York and Rhode Island, and manages the electricity network on Long Island under an agreement with the Long Island Power Authority (LIPA). It is the largest distributor of natural gas in the northeastern U.S., serving approximately 3.4 million customers in Massachusetts, New Hampshire, New York and Rhode Island. National Grid also owns over 4,000 megawatts of contracted electricity generation that provides power to over one million LIPA customers.



The NBDC is a partner in the Campaign for Disability Employment's, "What Can YOU Do?" initiative to promote employment of people with disabilities by encouraging employers, and others, to recognize the value and talent that people with disabilities bring to the workplace.



Pfizer, Inc.

Group Name: AVID – Awareness of Visible & Invisible Disabilities

Initiation of the Group: At Pfizer CRGs strive to create a culture of opportunity for all colleagues through a laser focus on diverse constituents

Steps Taken to Start Program: See governance in CRG briefing following DRG summary.

Mission/Goal: CRG's are a critical component of Pfizer, as they are instrumental in fostering the innovations and approaches to business that will better connect with our customers, colleagues, suppliers and communities.

Structure and Meeting Schedule: Each Disability CRG has a core steering committee that meets monthly. Work streams are established to implement the CRG strategy – those committees meet as agreed to by their members.

Most Innovative Aspect of the Program: Of the CRG initiative or of the Avid CRG's programming? I can speak to the CRG strategy....aligning the CRG's to talent and business objectives via the Impact Model.

Greatest Challenge and How Has It Been or Is It Being Overcome: Many competing priorities with a recent integration....much is happening. CRG's are looking at how to best position themselves as solutions during this time.

Tips on Maintaining Momentum or Reenergizing: Connect business leaders – not HR – as executive sponsors to the CRG's...key leadership roles such as CRG co chairs and executive sponsor should be connected to the talent strategy as these roles provide leadership development and visibility opportunities.

Budget Information: Can discuss the process for securing budget - each CRG presents a business plan that is designed based on the Pfizer impact model. The CRG presents this to site leadership were all discuss and agree to a go forward plan.

Leveraging Relationships with the Organization's Other Resources Groups: Site CRG's are encouraged to coordinate activities and business plans/strategy.

Guidance to Others Starting Similar Groups: Connect the work to the business and the talent development strategy of the organization

Other Information: See the following [CRG Executive Summary](#): “always think”:

- What question are we trying to answer?
- What is the impact we are making?
- How are we self sustaining?



The NBDC is a partner in the Campaign for Disability Employment's, “What Can YOU Do?” initiative to promote employment of people with disabilities by encouraging employers, and others, to recognize the value and talent that people with disabilities bring to the workplace.





CRG EXECUTIVE SUMMARY

Colleague Resource Groups (CRGs), networks of colleagues with similar backgrounds or interests, are vital to the advancement of Pfizer’s business. CRGs are a critical component of “Our Path Forward,” as they are instrumental in fostering the innovations and approaches to business that will better connect us with our customers, colleagues, suppliers and communities. Furthermore, CRGs, by coalescing colleagues around a common interest, help drive colleague engagement and loyalty.

Currently, Pfizer has 51 active Colleague Resource Groups (CRGs) around the world. CRGs strive to create a culture of opportunity for *all* colleagues through a laser focus on diverse constituents—men are welcome and encouraged to participate in women’s CRGs, just as Caucasians are welcome to attend people of color events.

CRGs can serve as a conduit to specific customer segments, enabling us to better understand and serve a more diverse customer base. Recognizing CRGs’ capacity to turn knowledge into business value for our customers, our colleagues and markets, Pfizer Worldwide Diversity & Inclusion (WDI) and Pfizer Diversity & Inclusion Worldwide Leadership Committee (D&I WLC) have embraced the promotion and support of CRGs as a key strategic focus area.

Working together, WDI and D&I WLC developed an enterprise-wide integrated structure to align Pfizer CRGs with both business and talent objectives. Under this structure, local CRGs that fall under one of the six existing categories—Women, LGBT, Disabilities, Latino/Hispanics, Asian-Pacific and US-African-American, US-Veterans—become part one of the corresponding Regional CRG Councils.

The Regional CRG Councils, which report up to the D&I WLC, serve as important strategic resources to local CRGs and provide a collective voice to the affinity groups they represent, essentially becoming an advocate for CRGs at the executive level. Furthermore, working with the D&I WLC, Regional CRGs ensure that all CRGs’ missions and activities are aligned with the global CRG strategy and that resources are channeled into high-impact, high-value activities. As the number of Pfizer CRGs continues to grow, Regional CRG Councils will prove even more critical in giving a unified voice to the Affinity Groups they represent and increasing visibility at the highest levels of the organization.

This integrated global strategy and structure allows WDI to share key learning’s and insights obtained by CRGs with the rest of the organization and apply those learning’s to global D&I business processes and protocols – ultimately maximizing bottom line results. A great example of how this works is US-ADVANCE-CT, the African-American CRG in Connecticut, USA. This group identified the reason for low levels of Black patient recruitment at trial sites in South Africa by recognizing that the hospitals targeted had a majority of Black patients, but recruitment physicians were predominantly White Dutch Afrikaners. The ADVANCE CRG made the clinicians aware of the importance of having Black staff members and physicians on the recruitment team, and made recommendations to ensure ethnic representation among physicians and staff. This type of cross-



The NBDC is a partner in the Campaign for Disability Employment’s, “What Can YOU Do?” initiative to promote employment of people with disabilities by encouraging employers, and others, to recognize the value and talent that people with disabilities bring to the workplace.



collaboration is critical to Pfizer's marketplace success and is an example of the positive impact a CRGs can have on the workforce, the business and our communities.

To further support the expansion of CRGs, WDI and D&I WLC also established an Executive Sponsors process under which each Regional CRG Council is assigned an Executive Sponsor, who serves as organizational champion for the sponsored group, its mission and objectives. Executive Sponsors are made up of the Executive Leadership Team (ELT) to help increase the visibility of CRGs at the top levels of the organization. Involvement at this level not only ensures strategic alignment of CRGs with organizational business and people goals, but also stimulates stakeholder engagement at all levels of the organization.

In further effort to align CRGs with organizational goals within the framework of each group's specific needs and objectives, during the past year, the Global D&I team introduced a CRG management model, called the "Pfizer Impact Model," for the leadership of CRGs.

The Impact Model establishes CRGs as strategic partners that support global, regional and local business and people priorities in an effort to increase colleague engagement and business impact. It provides CRGs with clear guidance on high impact vs. low impact activities, ensuring close alignment with the global CRG strategy while simultaneously allowing CRGs to tailor their programming so that they are also aligned with site business objectives.

Through the Impact Model, CRGs strive to meet the needs of colleagues based on their expected level of performance within Pfizer. The Model is executed through a Four Stages of Contribution approach, which enables CRGs to engage colleagues at every stage of their career evolution via tailored activities—Navigation, Contribution, Guidance and Strategy/Innovation—in order to make the highest impact on improving that specific group of colleagues' ability to increase site engagement and contribute to the overall business impact of CRGs.

Within the CRG Impact Model, CRGs are able to plan relevant, value-added initiatives for colleagues and seamlessly integrate with Pfizer business and people goals. In this capacity, CRGs become catalysts for creating a true culture of opportunity across the organization by translating D&I strategy, business objectives and constituency needs into a tactical CRG plan while positioning CRGs as a valuable resource to colleagues.

Pfizer is currently in the process of implementing a Global CRG Strategy via a cascading (3-tiered) approach: Global – Involves identifying location needs best served by the establishment of Regional CRG Councils or Employee of Choice councils as well as the introduction Pfizer Global CRG protocol. Regional Councils – Entails establishing affinity Regional LT's that support the local CRGs. Regional LTs provide oversight to ensure CRGs receive adequate guidance and support needed to grow in their influence and impact. Representing their constituents' needs to senior leadership through the WLC, Regional LTs help identify common needs among the CRGs, establish a regional solution in support of identified needs, as well as monitor the impact and long-term value of CRG activities. Local – At the local level, CRG co-leaders, in collaboration with a senior sponsor and appointed steering committee, will coordinate with committee members to provide an annual strategy that is aligned with business and people objectives and that address the needs of all colleagues through the lens of the specific affinity group. The implementation of the Global CRG Strategy will enable us to realize new synergies from CRGs across Pfizer sites and encourage the integrative and collaborative thinking necessary to facilitate the kind of breakthrough innovation for which Pfizer is well known. ■



The NBDC is a partner in the Campaign for Disability Employment's, "What Can YOU Do?" initiative to promote employment of people with disabilities by encouraging employers, and others, to recognize the value and talent that people with disabilities bring to the workplace.



Shell Oil Company

Group Name: Disability Resource Group - We have had a Disability Resource Group in the past but it dissolved several years ago (mostly due to lack of participation) but we are looking into re-launching it later this year or early next.

Organization Size: Approximately 104,000 globally.

Formal Diversity Statement: Yes we have a formal statement but it does not explicitly use the term “disability”.

Initiation of Group: See comments below in response to all.

Budget information: U.S. Diversity Office

Leveraging Relationships with the Organization’s Other Resource Groups: Supporting each other and leveraging the work of one across to others that share similar goals.

Measuring Success: We have an annual ERG scorecard to measure results, which is in the process of being updated.

Other Information: At this time, questions 5 – 19 cannot be answered, however, based on the other 10 ERG’s that we do have in place, when we get our DRG up and running, it will be sponsored and funded by our US Diversity Office. Our current ERG’s are making great strides in working together by supporting each other and leveraging the work of one across to others that share similar goals. We have an annual ERG scorecard to measure results but we are in the process of updating that this year or next.



The NBDC is a partner in the Campaign for Disability Employment’s, “What Can YOU Do?” initiative to promote employment of people with disabilities by encouraging employers, and others, to recognize the value and talent that people with disabilities bring to the workplace.



Verizon, Inc.

Group Name: Disabilities Issues Awareness Leaders (DIAL) with 138 active members

Formal Diversity Statement: Yes we do, and, yes it includes people with disabilities.

Initiation of the Group: The ERG was officially formed when NYNEX and Bell Atlantic merged into a single corporation in 1997. Taking advantage of two distinct employee resource groups, we merged the resources under a single 501C3 non-profit umbrella corporation hereby known as DIAL.

Time Since Established: Since 1997

Steps taken to start program: After the two groups merged into DIAL, an executive champion was assigned to work with us to provide guidance and direction from a high level perspective for the company. The majority of our membership was at the 1st/2nd level of management, along with lower level employees and perceived issues that affected them at their own levels.

Mission/Goal: As posted on our internal website:

- **DIAL's Mission** is to recognize the talents and develop the maximum potential of Verizon employees with disabilities. We will provide insight, recommendations, and support to individuals with disabilities and to Verizon, in keeping with the stated corporate commitment to universal design principles, the spirit of the ADA, and to managing diversity.
- **Vision:** DIAL's vision is to maintain a positive relationship with Verizon by promoting Universal Design principles and working proactively on disability-oriented projects. Our activities will foster an environment where qualified individuals with disabilities will want to work and where they will be respected and valued for the unique talents and skills they bring to Verizon. In addition, our activities will bolster Verizon's competitive and strategic advantage in meeting the requirements of its diverse employee, customer, stakeholder, and community base.
- **Purpose:** DIAL's purpose is to provide support to the Verizon Corporation and its employees with disabilities. To that end, we will: Increase the awareness to Verizon regarding disabilities by informing and educating the corporation about issues affecting our employees and customers. Support Verizon employees with disabilities, empowering them to become and remain optimally productive and fully integrated into Verizon's culture, maximizing their value to the Corporation. Provide insight, information, recommendations, and support to Verizon and act as a disability issues resource supporting and enhancing Verizon's corporate advantage and success. Maintain open communication with employees with disabilities and encourage information sharing between them. Promote and conduct events for employees with disabilities. Advocate for equal access for employees and customers with disabilities to services and media provided by Verizon and its subsidiaries.

Structure and Meeting Schedule: We are a national ERG and meet monthly with our Board of Directors. According to our bylaws we must meet at least once a year with the entire general



The NBDC is a partner in the Campaign for Disability Employment's, "What Can YOU Do?" initiative to promote employment of people with disabilities by encouraging employers, and others, to recognize the value and talent that people with disabilities bring to the workplace.



membership of the ERG.

Location of One or More ERG: Verizon supports 10 ERGS throughout the corporation. Some of them are setup as DIAL is as a single national ERG while others have local chapters which report up to their respective national organizations.

Most Innovative Aspect of the Program: One could write a book the size of "Giddian's bible" on this question. Our programs range from extending accessible products and services to the community of customers with disabilities, to working with fund raising efforts to worthy programs, e.g. partnering with the National Braille Press in our "adopt a library" program for blind and low vision children and the Cause-USA organization to bring game carts to veterans with disabilities returning from the Iraq and Afghanistan incursions to other projects done in cooperation with the Verizon Foundation. We also work on issues which affect our employees with disabilities within our corporate structure.

Greatest Challenge and How Has It Been or Is It Being Overcome: The greatest challenge for any ERG is to increase the membership activities in various projects which DIAL is involved in. To this end we promote local projects which affect a specific area as well as organizational projects which have an overall effect on the ERG. The most important part to this is to communicate the efforts being done by the membership in a timely fashion such that other employees who may not be a part of the ERG can become enthused by a specific project and thus join DIAL. We promote our success in a monthly newsletter which we distribute out to our membership and suggest that they share it with other employees to showcase the success of our ERG.

Tips on Maintaining Momentum or Reenergizing: Do not "shoot down any suggested project" that is proposed by the membership just because it hasn't been done before or because it was done and deemed unsuccessful. Be open to any communication you receive from your membership as you will find ideas and solutions that you will not have thought of on your own.

Budget Information: The ERG is funded via annual grants provided by our HR Diversity group and by annual membership dues. As for the HR diversity grant application process, we are obliged to provide a detailed analysis as to what the grant opportunity will be, how it benefits our ERG and or the greater community of people with disabilities and Verizon as a whole.

Other Support: See previous answer for HR diversity grant funding

Leveraging Relationships with the Organization's Other Resource Groups: By partnering with them in various projects that allow us to leverage our strengths in the communities we serve.

Measuring Success: DIAL measures the success of the various projects we get involved with by looking at the attainment of the project goals and objectives. For example, DIAL was heavily involved in the creation of our Verizon's Centers for Customers with Disabilities and the products & services offered through these centers. We've been heavily involved in testing and promoting products & services for Verizon Wireless and other aspects of the corporation. All this affects the "bottom line" and ads new revenue streams for the corporation. By getting



The NBDC is a partner in the Campaign for Disability Employment's, "What Can YOU Do?" initiative to promote employment of people with disabilities by encouraging employers, and others, to recognize the value and talent that people with disabilities bring to the workplace.



involved in various projects in a philanthropic aspect, partnering with NBP and Cause-USA, we increase the exposure of DIAL as an ERG associated with Verizon doing good things with our customers. Having an active involvement in promoting the corporation's employee reasonable accommodation request process and to educate employees as to how the process works also drives how we can measure our success.

Guidance to Others Starting Similar Groups: You will have to ask me to come and speak to them to bring more of the success stories which DIAL has enjoyed.

Other Information: I'm available to come and speak to various companies/groups as to what tips they might want to try.



The NBDC is a partner in the Campaign for Disability Employment's, "What Can YOU Do?" initiative to promote employment of people with disabilities by encouraging employers, and others, to recognize the value and talent that people with disabilities bring to the workplace.



WellPoint, Inc.

Group Name: Abilities Beyond Limited Expectations (ABLE)

Organization Size: ~38,000 (#31 on Fortune 500)

Formal Diversity Statement: Our Company has a formal Equal Employment Opportunity Statement that includes individuals with disabilities. WellPoint's diversity philosophy is inclusive of all differences and similarities that make us unique individuals. This definition of diversity includes every one of us and recognizes the myriad of characteristics that make up our workforce, our workplace, our markets, and the communities in which we live and work.

WellPoint finds strength in each associate's individual perspectives. We believe that different backgrounds, experiences, approaches and views of the world allow us to be more innovative, more creative, and ultimately more competitive.

Initiation of the Group: WellPoint's associate resource groups are grassroots, voluntary groups. ABLE started with a group of motivated individuals who developed a business plan which was reviewed and approved by our executive leadership. The charter group included associates with a variety of disabilities, along with others who were advocates for disability initiatives.

Time since Established: ABLE was formally approved as a WellPoint ARG in January, 2009, however the group started informally in 2008.

Steps Taken to Get the Program Started: A small group of associates with disabilities developed a mission statement and a business plan that articulates the value that ABLE presents to our business and to those who participate as active members. Corporate Diversity & Inclusion advised the team through the development of the business plan and helped the group secure two executive sponsors. With this in place, ABLE presented the plan for final approval to our executive leadership team. In the meanwhile, founding ABLE members worked closely with Talent Acquisition to help communicate the existence of this group to recent hires with disabilities. After the formal approval, the group rolled out a communication plan to socialize the purpose, scope and opportunities offered by ABLE and other ARGs. The membership of this group has been growing slowly but steadily since then.

Mission/Goal:

- ABLE Mission: Increase representation of individuals with disabilities at all levels within WellPoint by enhancing an overall culture of inclusion that focuses on ability rather than disability.
- ABLE Goals: Be a key partner and a resource in the development and improvement of "best-in-class" policies, practices and systems that support, empower and promote the employment of individuals with disabilities. Facilitate and promote opportunities for personal and professional development.



The NBDC is a partner in the Campaign for Disability Employment's, "What Can YOU Do?" initiative to promote employment of people with disabilities by encouraging employers, and others, to recognize the value and talent that people with disabilities bring to the workplace.



Structure and Meeting Schedule: One overall monthly meeting, with three sub-committees that also meet monthly. We also host open calls/teleseminars about twice a year.

Location of one or More ARG: ABLE is virtual, with members spread throughout the country, but headquartered in Indianapolis, Indiana.

Most Innovative Aspect of the Program: The continued progress of opportunities to integrate people with disabilities and disability initiatives throughout the organization. Partnerships with other ARGs to deliver programs that support the development of all associates (e.g. development teleseminars and ARG mentoring program). Partnership with Corporate Diversity to deliver educational programs on disability awareness and etiquette, both internally and externally.

Greatest Challenge and How Has It Been or Is It Being Overcome: Participation and building trust – many with disabilities are still hesitant about participating and/or being recognized.

Tips on Maintaining Momentum or Reenergizing: Offering new and informative opportunities within technological advancement that our company is engaging. Identify opportunities for the group to collaborate with the business and ensure those collaborations and achievements are communicated to the business.

Budget Information: Corporate budget of \$2,000.

Other Support: ABLE has two executive sponsors, one of whom is a member of our Executive Leadership Team (Lori Beer, EVP and Chief Information Officer). The other one heads our disability insurance-product development efforts. In addition the diversity program manager has responsibility for supporting and consulting with all ARGs. The Corporate EEO Program Consultant/Disability Outreach Manager ensures that ABLE is connected to various corporate initiatives which impact people with disabilities.

Leveraging Relationships with the Organization's Other Resource Groups: We network by leveraging joint interests in teleseminars with other ARGs, as well as partnering for mentoring, recruiting, insight, etc. with other interest groups.

Measuring Success:

- Scorecard assessment which focuses on membership, group feedback, participation in mentoring, and engagement with business initiatives.
- Change, revision and inclusion in corporate policies, procedures and overall involvement in disability related events are also a measure of success for the group.

Guidance to Others Starting Similar Groups:

- Diversity Leadership set an outline for achieving success for all resource groups in general. We adapted this to our plan in a more specific approach.
- Ensure the business plan is tied to the corporate mission and corporate initiatives already in place.



The NBDC is a partner in the Campaign for Disability Employment's, "What Can YOU Do?" initiative to promote employment of people with disabilities by encouraging employers, and others, to recognize the value and talent that people with disabilities bring to the workplace.



- Benchmark and partner with existing ARGs within the organization.
- Clarify early on that the group should not be used to address policies and procedures that should be handled by HR. However, the group can serve as a great HR partner and consultant to address disability related topics throughout the enterprise.

Other Information:

- Particularly for this ARG, one of the main challenges is holding virtual meetings and events. Some individuals who have a hearing or speech disability find this environment challenging.
- It's important to create a setting where all individuals feel comfortable. There are many different disabilities represented in this ARG and not everybody is aware of the limitations imposed by every single disability. There needs to be a process of knowing each other and building trust so people feel comfortable enough to speak up and participate in the group.
- It's also important to clarify the purpose of the ARG since the very beginning and educate members on existing channels for routing concerns about accommodations or other personnel issues. That way those concerns don't get in the way of building an effective group that actually focuses on personal and business development.



The Compendium's development is in conjunction with NBDC's participation in the Campaign for Disability Employment
www.whatcanyoudocampaign.org

As we move forward with this initiative, we anticipate including additional Disability Resource Group Best Practices to be added to a growing Compendium.

We'd like to thank all who submitted and look forward to your feedback.



The NBDC is a partner in the Campaign for Disability Employment's, "What Can YOU Do?" initiative to promote employment of people with disabilities by encouraging employers, and others, to recognize the value and talent that people with disabilities bring to the workplace.

