

National Business
& Disability Council
at The Viscardi Center

June 13, 2019

Getting C-Suite Buy-In for Disability Inclusion

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Objectives

- What's important for executives to know about the disability market.
- Ways to overcome barriers that impede disability inclusion.
- Elements of the disability inclusion business case
- How to support executives, so they can effectively communicate about disability inclusion throughout the enterprise
- Methods to identify the departments that need to support executives
- How to measure the impact of disability inclusion



Where am I/We?

- Where Am I?
- Where Is My Organization?



Aware



Participating



Engaged



Partnering



Ownership



What is Disability Inclusion?

Disability Inclusion is full integration of employment, customer service and marketing with the **full engagement and support of senior leadership** into an organization's culture. This allows prospective employees, consumers (and their families) to fully apply for job openings, make purchases or use services.



What Disability Inclusion is Not

- Filling quotas
- Including people with disabilities in ads
- Attending events and galas
- Philanthropy
- Solely compliance
- A special program/initiative
- Responding to trigger events



State of Corporate Disability Inclusion

- Most companies focus on employment.
- Compliance has been the primary driver for disability inclusion.
- Self-surveys, pay-to-play list and ‘certifications’ used by non-profits raise money to create the illusion of activity, but nothing changes.
- Despite the disability laws, the employment of PWD remains unchanged.
- ‘Awareness’ hasn’t engaged the PWD as employees and consumers.
- Companies are slowly recognizing the benefits of disability marketing/employment.
- Companies know they should engage the market, but often times aren’t sure what to do.



The Facts about Disability Employment

- As of April 2019, only 20.7 percent of Americans of working age (between ages 16 and 64) with disabilities participated in the workforce, compared with 68.3 percent of Americans without a disability.
- There are 15.1 million people of working age living with disabilities in the U.S., with 4.4M million of those working. Employers could gain access to a talent pool of more than **10.7 million people**.
- Employees with disabilities:
 - 48% greater tenure
 - 34% fewer safety incidents
 - 90% perform equal to or better than those without disabilities
 - Absenteeism is 40% less

Sources: U.S. Dept. of Labor/Office of Disability Employment Policy; American Institutes for Research (2018), Safety Management (June 2012) & NOD 2010 Harris Survey



The Facts about Disability Employment

- A study from the Center for Talent Innovation (CTI) found that, according to the 2015 US government's definition of disability, a significant portion of the white-collar workforce has a physical or mental impairment that substantially limits a major life activity: 30% of a nationally representative survey of 3,570 white-collar employees.
- Employees with disabilities comprise a large talent pool, it's a remarkably innovative one: 75% of them report having an idea that would drive value for their company (versus 66% of employees without disabilities).
- Only 21% of employees with disabilities disclose to HR that they have one.

Source: Harvard Business Review, Dec. 2017



The Facts about the Disability Market

- People with disabilities, their families and influencers are motivated to spend money with organizations that communicate with them; or companies with products and services that improves the quality of their lives or contributes to satisfaction in five key values:
 - **Independence** - ability to fully participate/accessible
 - **Social Connectedness** - ability to relate to others
 - **Usefulness** - being a contributing person
 - **Personal Growth** – wanting to have new experiences and develop
 - **Revitalization** – to bring vitality to their lives
- Discretionary income for working-age people with disabilities is about \$21 billion, which is greater than that of the African-American and Hispanic market segments combined.



Questions to Ask

1. Why aren't more companies targeting people with disabilities as employees and consumers?
2. What do C-Suite leaders need to know about the disability market?
3. How do we convey the value of the disability market to C-Suite executives?



What Sr. Managers Say About Disability Inclusion

1. 'We can't find qualified employees with disabilities.'
2. 'We scored a 100 on the Disability Equality Index. We're doing well.'
3. 'We're compliant with the Department of Labor's Office of Federal Contract Compliance Programs.'
4. 'We accommodate any employee who expresses need for an accommodation.'
5. 'We don't have the budget for disability inclusion.'
6. 'We can create an disability inclusion initiative at the national level but we can't control what happens at the local level.'



What Employees with Disabilities Experience

- Negative bias - and the more visible the disability, the more likely the bias.
- Excluded by their colleagues
- Misjudged
- Under-estimated
- Insulted
- Avoided



The Disability Inclusion Business Case: Overcoming Objections

Understand tactics that kill disability inclusion:

- Fear
- Confusion
- Ridicule
- Death by Delay

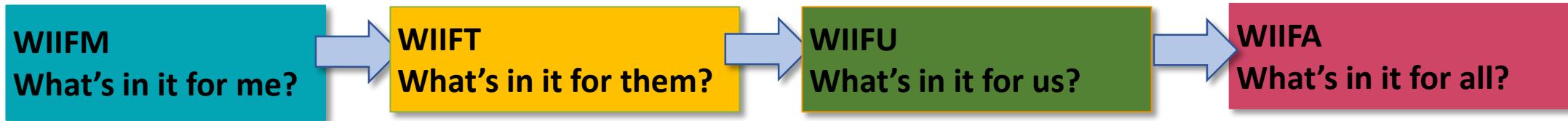


The Disability Inclusion Business Case: Identify Gaps

- Identify the gaps in policies, processes, employment, marketing, etc.;
- Identify what's working;
- Identify what's not working;
- Identify allies and stakeholders;
- Identify the most resistant leaders/influencers; and
- Identify the Senior Executives you have access to.



The Disability Inclusion Business Case: ‘What’s in it for ...’ spectrum



- Encompasses mission/vision, purpose, objectives, and value proposition;
- How is this segment defined by individuals, the Business Resource Group, organization, and community-at-large; and,
- Evolves in progression to serve the ecosystem of the stakeholders and allies throughout the enterprise.



The Disability Inclusion Business Case: Shifting from Compliance to Competitive

Organizations often begin with a “compliance-based” focus, many will advance toward a “competitive-based” focus

Compliance Based	Competitive Based
<p>Focus & Lens:</p> <ul style="list-style-type: none">• Systems & process focused• Being only concerned about requirements• Answering the questions:<ul style="list-style-type: none">▪ How do we track?▪ How & where to source talent?▪ How do we get existing population to self-identify?▪ How do we ensure compliance for customers?	<p>Focus & Lens:</p> <ul style="list-style-type: none">• Companies want to be disability confident not just disability friendly• Climate & culture are key components• Answering the questions:<ul style="list-style-type: none">▪ What are we doing to retain our talent with disabilities?▪ How can we better engage our existing employees?▪ What are we doing to segment and target customers with disabilities and influencers?

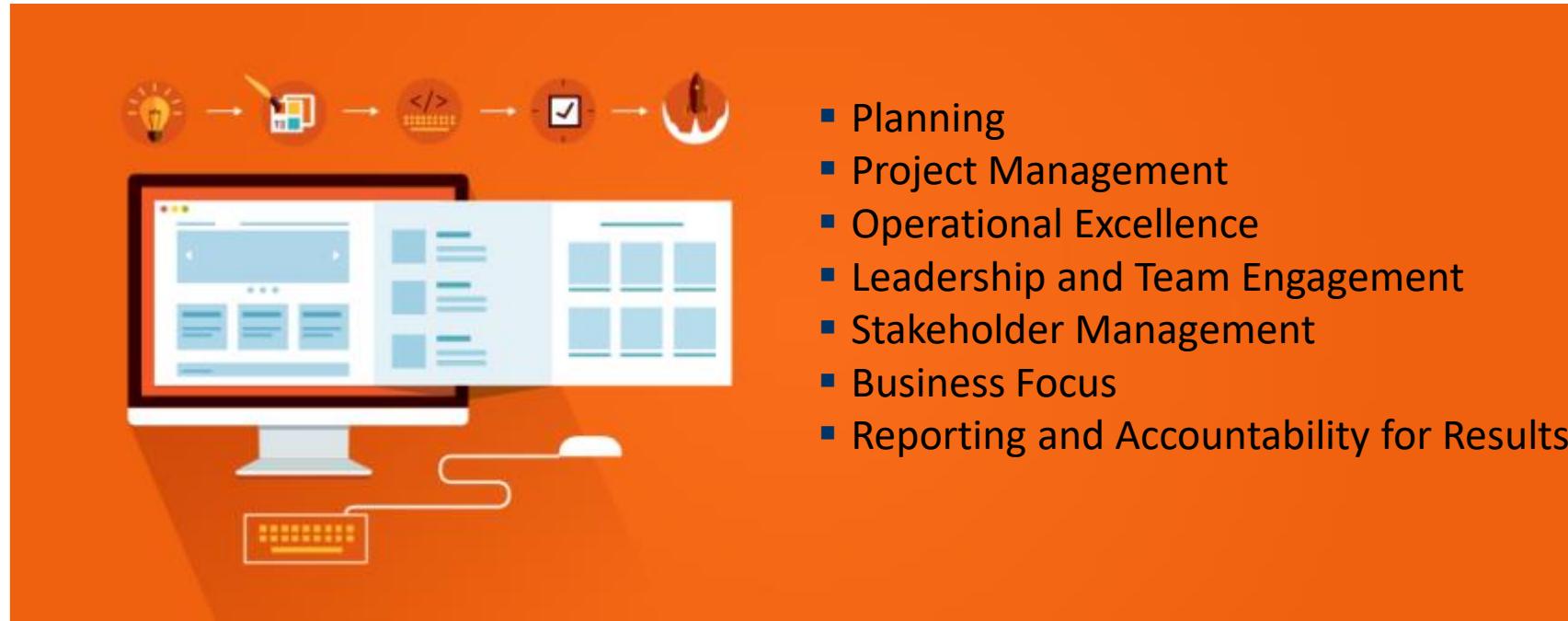


The Disability Inclusion Business Case: Identify the Opportunity

- Disability Inclusion should be about “opportunity” – specifically *growth* opportunity.
- Disability inclusion primarily focuses on recruitment, reputation management, and “checking off the boxes.”
- Identify how disability inclusion focuses on outcomes, not optics
- Know what ‘problem’ disability inclusion solves for your organization.
 - Why does your company need a disability inclusion plan? And, what is the opportunity it is solving for?



The Disability Inclusion Business Case: Operate Like a Business

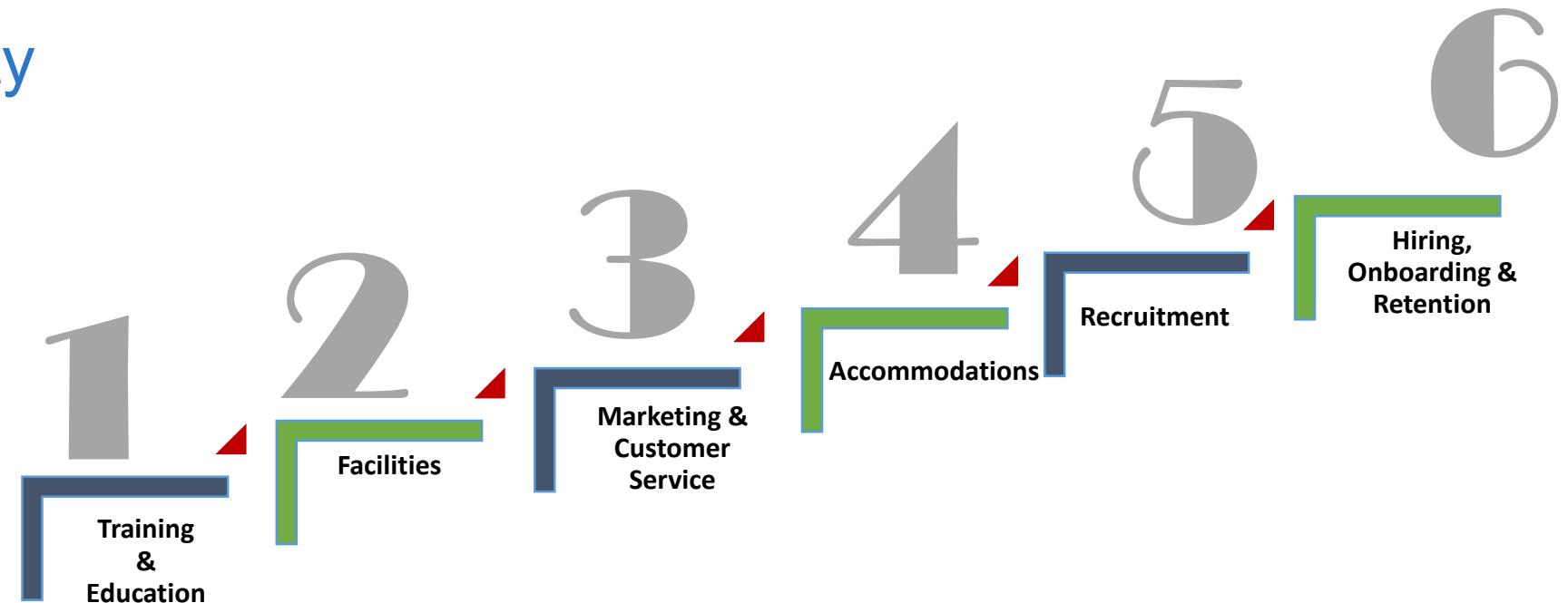


- Planning
- Project Management
- Operational Excellence
- Leadership and Team Engagement
- Stakeholder Management
- Business Focus
- Reporting and Accountability for Results



The Disability Inclusion Business Case: Engagement

Successful disability inclusion programs include six key elements, but all start with strategic intention



Note: Successful disability inclusion programs include all six elements of the strategy with training and education being a key component across all areas



The Disability Inclusion Business Case: Measuring Our Effectiveness

Metrics vary from company to company based on business priorities...
Be sure to consider the following:

- Collaborate with senior leaders to help define metrics
- Articulate the value proposition to them, as well as peers
- Broker client/community partnership opportunities
- Integrate goals/metrics within the business:
 - How will you know you have reached your goal?
 - What will be the tangible results?
 - What will have changed?
 - Is there a plan for disability inclusion?
 - Do we have an annual survey of BRG members to understand: What is working? What isn't?
 - Examples of goals:
 - “By October 31st, we want to review X and deliver a set of recommendations to Y.”
 - Or, “we will connect with W and co-sponsor a lecture with V.”
 - “By 2019, we will communicate monthly with HR about available positions and share T referrals from our BRG or Community Partners”



The Disability Inclusion Business Case: Metrics to Consider

- # of events co-sponsored with other BRGs that could generate new business, or partnering with business units on business-oriented activities
- # of presentations by BRG members within their professional specialty, and in conjunction with other groups (External BRGs, industry and community groups)
- # of business relationships secured
- # of community partnerships
- Levels of Structure and Governance (i.e. Completed Business Plan)
- Revenue and Business-Aligned Targets
- National, Regional, and Global Recognition



The Disability Inclusion Business Case: Metrics to Consider

- Inform, engage and enlist Executive Sponsors to help the BRG become an advancement platform
- Become a cultural competency engine to fuel better intelligence for the executive team (who don't always know everything they should about disability inclusion)
- Incorporating development activities of leaders in Talent and Recruitment process
- BRG members serving as ambassadors during new employee orientations
- Annual survey of BRG members: What is working? What isn't?



The Disability Inclusion Business Case: Metrics to Consider

- Clearly define mentoring opportunities and protocols for employees with disabilities
- # of employment referrals for candidates
- Tracking # and retention of new hires who were referred through internal/external networks
- # of sponsored job fairs or affinity-related business events
- # of BRG members participating in community outreach events
- Increase in sales attributable to specific products or marketing campaigns that are disability-focused
- Lead generation, business development results, and sales won because of relationships fostered through the BRG; recognition from customers



The Disability Inclusion Business Case: Create a Disability Inclusion Team

INFLUENCE

How will the Disability Inclusion Team engage with Diversity Advocates and Stakeholders?

Responsibility:

- Learn about local disability inclusion challenges and discuss/propose solutions
- Create pilot disability inclusion programs for key market or regional implementation

IMPLEMENT

How will the Disability Inclusion Team ensure that action is taken by local Diversity and HR Staff, Advocates, and other Stakeholders?

Responsibility:

- Implement diversity initiatives
- Measure progress
- Ensure open, two-way communication of local perceptions, successes, and challenges between local stakeholders and the Diversity Council



The Result of Disability Inclusion: Corporate Goodwill

- Ninety-two (92%) of consumers have a more favorable perception of companies that hire people with disabilities
- Thirty-three (33%) of general market consumers prefer to give their business to companies that employ people with disabilities.

Source: Report by Siperstein, Romano, Mohler, & Parker, 2006



What YOU Can do to Advance Disability Inclusion in Your Organization

1. What is one thing you can do when this webinar ends to engage senior executives within your organization?
2. Who do I need to engage to help advance disability inclusion throughout the enterprise?





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