



# EXPANDING THE TALENT POOL

PRESENTERS:

CRAIG LEEN, DIRECTOR  
OFFICE OF FEDERAL CONTRACT  
COMPLIANCE PROGRAMS

CAROL GLAZER, PRESIDENT,  
NATIONAL ORGANIZATION ON DISABILITY







# Craig E. Leen

Craig E. Leen serves as the Director of the Office of Federal Contract Compliance Programs (OFCCP) at the U.S. Department of Labor, after previously serving as Deputy Director and Senior Advisor. He leads a staff of professionals around the country who are dedicated to protecting workers, promoting diversity, and enforcing the law.



# Carol Glazer

Carol Glazer is President of the National Organization on Disability, the nation's oldest civil rights organization representing all of America's 57 million people with disabilities. Working side by side with NOD's Chairman, Tom Ridge, former Governor of Pennsylvania and our country's first Secretary of Homeland Security, Carol has transformed NOD into the country's premier resource on disability inclusion through its Disability Employment Tracker, its Corporate Leadership Council and its professional advisory services helping companies with talent acquisition. Carol holds a Master's Degree in Public Policy from Harvard's John F. Kennedy School of Government and in 2012, was awarded an honorary Doctorate of Humane Letters by Allegheny College for her work on behalf of individuals with disabilities.



## **Charles Catherine**

Special Assistant to the President  
National Organization on Disability (NOD)

Charles joined the National Organization on Disability in 2018 as the special assistant to the president, Carol Glazer. With a background in Global Health, he served for several years as the executive director of the Surgeons of Hope Foundation. He successfully led the expansion of the organization from operating a solo program in Nicaragua to several ongoing, congruent programs throughout Latin America. A 2012 graduate of Sciences Po Bordeaux, France, Charles holds a Master's degrees in International Relations. Charles is also a classical pianist of 25 years, a marathoner, and an elite triathlete.

# Agenda

- Intro to NOD + a Disability Inclusive Workforce
- Disability Employment Tracker™ Overview
- 2020 Aggregate Trends from the Tracker
- Going Beyond the Basics with Leading Practices in response to Covid-19
- Assessment + Planning: Next Steps to Advance
- Q & A





# THE NOD ADVANTAGE

**Passionate Expertise**

CONSULTANTS WHO CARE

**38 Years**

**Data Driven**

INNOVATING DISABILITY SOLUTIONS

DISABILITY EMPLOYMENT BEST PRACTICES

**National Visibility**

YOUR SUCCESS IS OUR SUCCESS

# NOD Disability Employment Maturity Curve

WHERE DOES YOUR ORGANIZATION STAND?





# Successful Disability Workforce Inclusion...

... REQUIRES FIVE INTERDEPENDENT AREAS





# Disability Employment Tracker™ overview

## FREE + CONFIDENTIAL SELF-ASSESSMENT

- **Online survey** examining disability & veteran inclusion policies and practices
- Developed by disability **employment experts** with **business leader** input
- **Confidential scorecard** assesses performance against benchmarks
  - ✓ 200 companies filled out survey in 2020: 67% are federal contractors
  - ✓ Pulse check of progress against your own plan and those of others in the pool
  - ✓ Build internal buy-in for new goals and strategies
  - ✓ For federal contractors, demonstrate tangible steps toward meeting Labor Department targets
- Option to **take a deep-dive** with NOD's Disability Inclusion Accelerator or Executive Briefing
- Required to qualify for the **DiversityInc Top 50 Companies for Diversity**

# Sample Tracker Scorecard

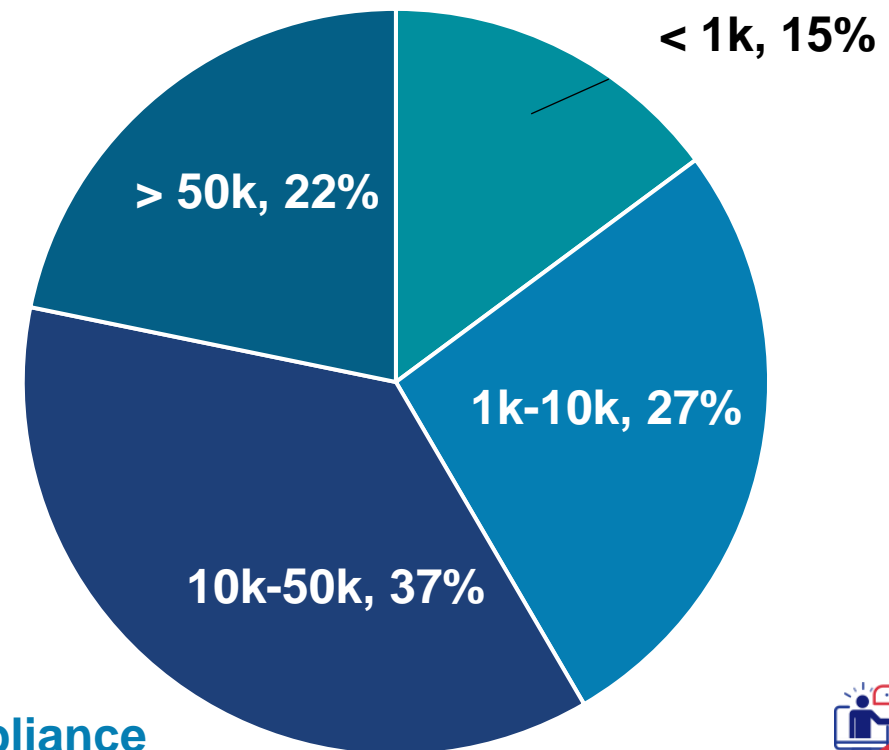
Inclusion Area	Leading Practices		Benchmarks
<b>Disability Employment: Strategy &amp; Metrics</b> <i>Goals, metrics and targets; measurement and reporting of progress against goals</i>	<ul style="list-style-type: none"><li>Define a comprehensive 12-18 month strategy for recruitment and employment of individuals with disabilities with measurable goals</li><li>Track disability status in HRIS, including applicant disability status and disability status by job function</li></ul>		<b>Your performance:</b> <b>48</b> <b>Group benchmark:</b> <b>49</b>
<b>Disability Employment: Climate &amp; Culture</b> <i>Policies and practices that foster a culture that is inclusive of people with disabilities, focus on the employee, not the disability, and encourage self-identification</i>	<ul style="list-style-type: none"><li>Appoint a senior leader(s) who drives and is accountable for disability inclusion initiatives, including recruitment and retention</li><li>Create disability employee resource groups (ERGs), with executive sponsors, charters and annual budgets</li></ul>		<b>Your performance:</b> <b>63</b> <b>Group benchmark:</b> <b>60</b>



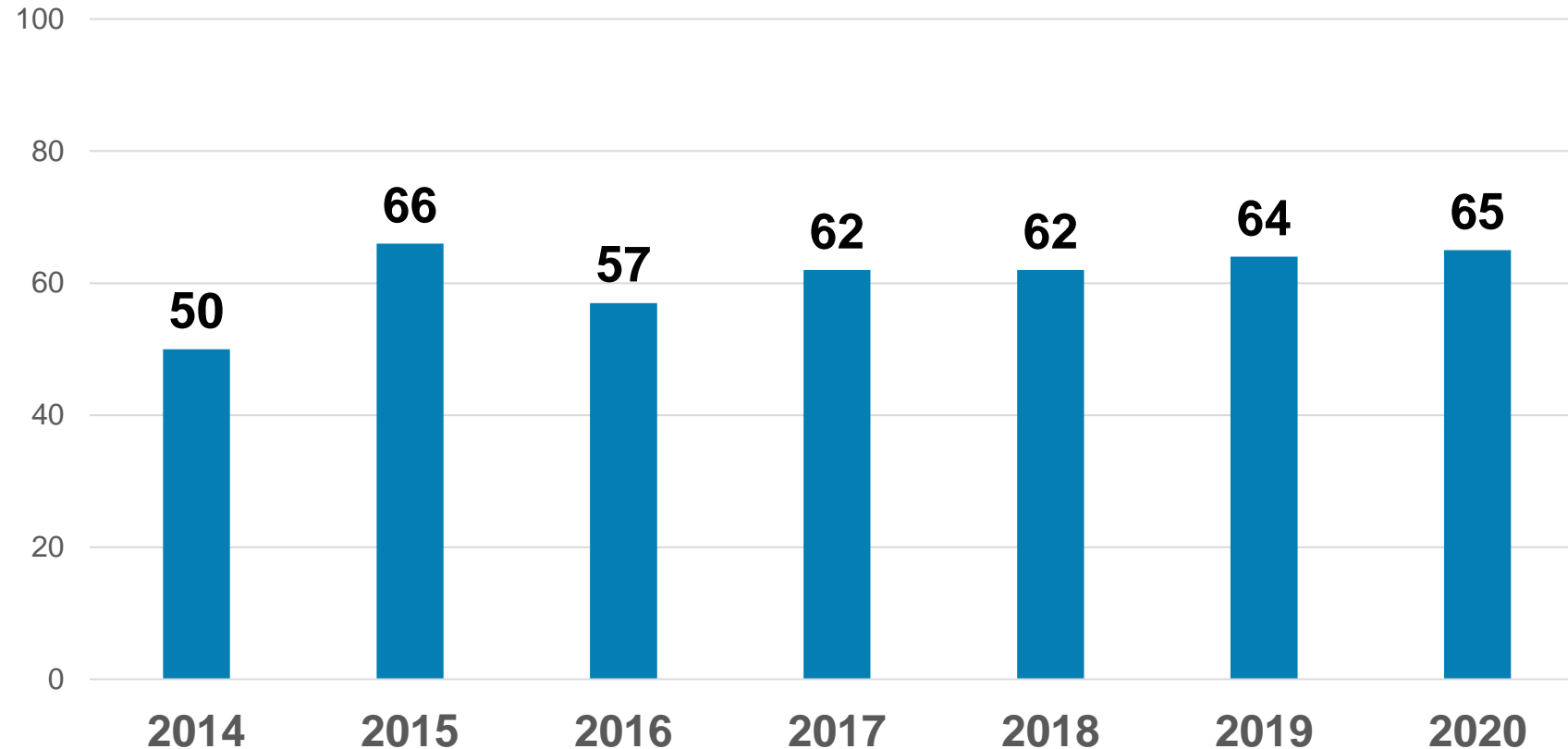
# Participant Demographics

- **30% Fortune 500**
- **Broad industry representation:**
  - Consumer Discretionary
  - Consumer Staples
  - Energy
  - Financials
  - Health Care
  - Industrials
  - Information Technology
  - Materials
  - Telecommunications Services
  - Utilities
- Responders typically **leaders in D&I, HR or Compliance**

## WORKFORCE SIZE BY NUMBER OF EMPLOYEES



# Year-Over-Year Aggregate Disability Trends



**LEADING PRACTICE OVERALL ADOPTION**

# The most important disability inclusion driver is getting and keeping **TALENT**

	CURRENT WORKFORCE	NEW HIRES
RESULTS	<ul style="list-style-type: none"><li>• <b>4.09%</b> ID with disability (<b>4.0%</b> in '19 and <b>3.9%</b> in '18)</li><li>• Only <b>13%</b> have reached the target (7%) set by DOL (<b>Same as 2019</b>)</li></ul>	<ul style="list-style-type: none"><li>• <b>6.3%</b> ID with disability in 2020 (<b>5.7%</b> in 2019)</li></ul>
METRICS & TRACKING	<ul style="list-style-type: none"><li>• <b>92%</b> invite employees to self-ID (<b>93%</b> in 2018)</li><li>• <b>69%</b> track employees with disabilities by job group (<b>73%</b> in 2019)</li><li>• <b>39%</b> have engagement surveys that are analyzed for employees with disabilities (<b>37%</b> in 2019)</li></ul>	<ul style="list-style-type: none"><li>• <b>68%</b> track applicants with disabilities to all applicants (<b>70%</b> in 2019)</li><li>• <b>71%</b> track hires with disabilities to all hires (<b>76%</b> in 2019)</li></ul>



# A Variety of Channels Are Used to Source Talent

CHANNELS	USE/HIRE RATE	2019	2020
Disability-specific Job Boards	Rate Using	77%	75%
	Hire Rate Of Those Who Use	36%	38%
Community Partners	Rate Using	73%	76%
	Hire Rate Of Those Who Use	51%	56%
On-campus Disability-focused Recruiting	Rate Using	54%	54%
	Hire Rate Of Those Who Use	31%	32%
Existing (Non-disability Specific) Channels	Rate Using	47%	54%
	Hire Rate Of Those Who Use	31%	34%

**77%**  
Annually Assess  
Effectiveness of  
Outreach + Recruiting  
for Candidates with  
Disabilities

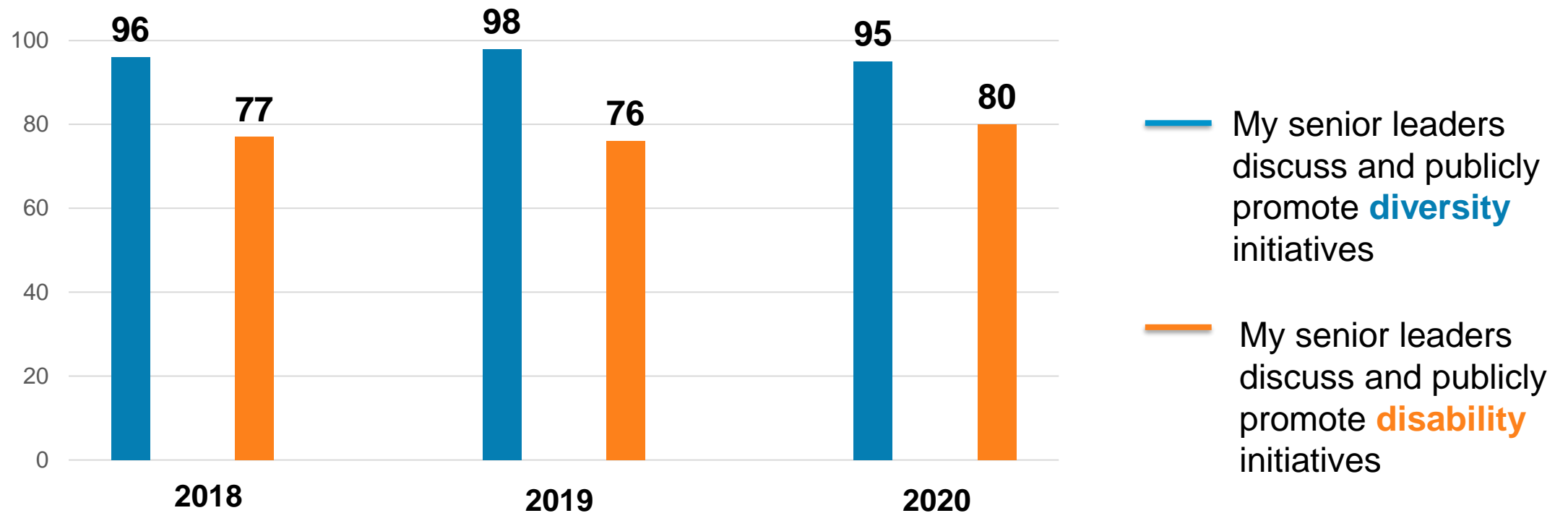
**BUILDING A DISABILITY TALENT PIPELINE**

# Leading Practices Among High Performers

<b>Strategy &amp; Metrics</b>	<ul style="list-style-type: none"><li>✓ Plan for improving disability inclusion practices</li><li>✓ Invites all employees to voluntarily self-identify as a person with a disability</li><li>✓ Administers a survey evaluating employee attitudes about the organization</li></ul>
<b>Climate &amp; Culture</b>	<ul style="list-style-type: none"><li>✓ Diversity champion accountable to drive disability strategy</li><li>✓ Disability-specific employee/business resource group with annual budget</li><li>✓ Run a communications campaign to encourage employees to self-identify</li></ul>
<b>Talent Sourcing</b>	<ul style="list-style-type: none"><li>✓ Recruiters know how to find accommodation process</li><li>✓ Works directly with community partners to source candidates with disabilities</li></ul>
<b>People Practices</b>	<ul style="list-style-type: none"><li>✓ Provides disability-related education/awareness programs</li><li>✓ Managers/supervisors know how to effectively administer accommodation process</li></ul>
<b>Workplace &amp; Technology</b>	<ul style="list-style-type: none"><li>✓ Have a written accommodation procedure can be easily found by all employees</li><li>✓ Post-offer and pre-employment, asks if accommodation will be required</li></ul>

**COMPANIES WITH >4% DISABILITY WORKFORCE REPRESENTATION**

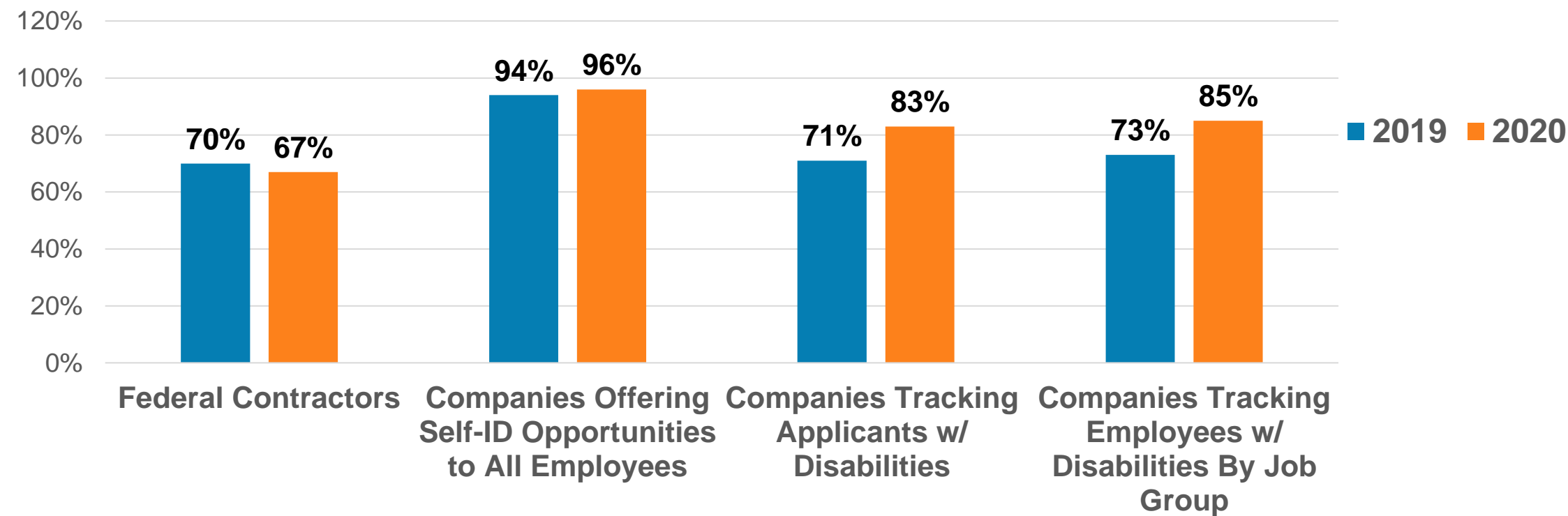
# Improve Your Culture of Inclusion from the Top Down



**SIGNAL THAT LEADERS ARE INVESTED IN DISABILITY  
AS A DIVERSITY SEGMENT**



# Federal Contractors Setting Pace for All Employers



INCREASES IN TRACKING DISABILITY STATUS

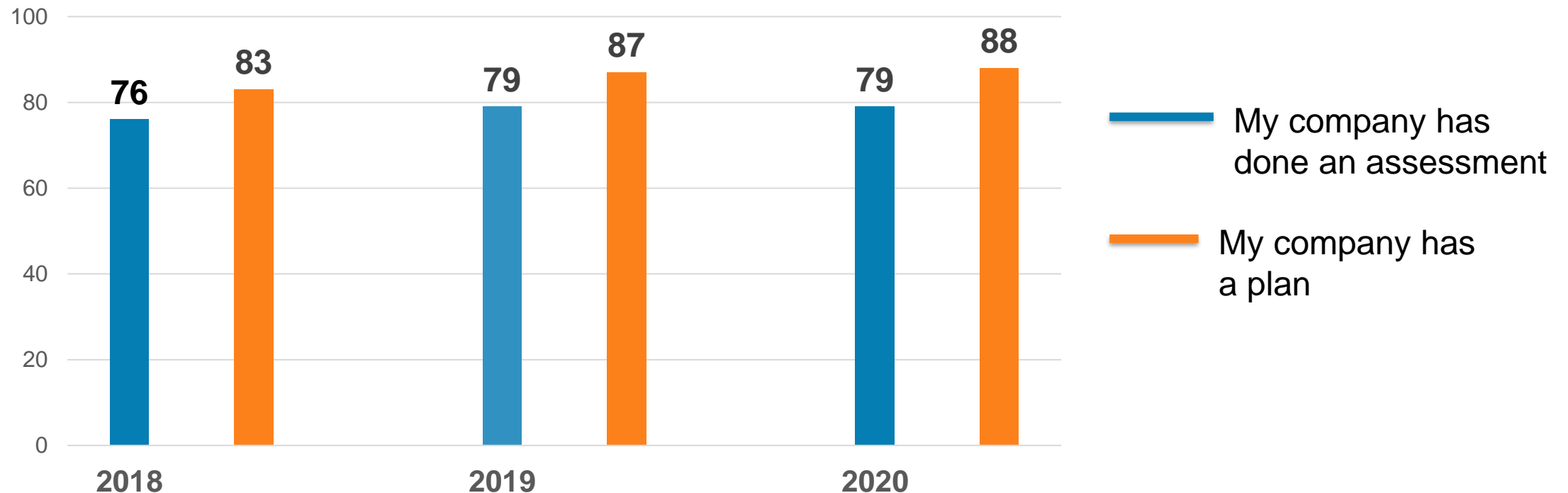
# Leading Practices to BUILD A DISABILITY-FRIENDLY CULTURE

## ENCOURAGE SELF-ID + ATTRACT CANDIDATES WITH DISABILITIES

- **Start with a foundation of trust and inclusion**
  - Start at the top with executive-level support
  - Offer etiquette and awareness training to managers, supervisors and staff
- **Burnish your employer brand**
  - Partner with disability organizations
- **Commit to a disability hiring initiative**
  - Don't be afraid to start onboarding!
- **Make your recruiting process disability-friendly**
  - Include employees with apparent disabilities on your recruiting materials
  - Train your recruiters on disability etiquette and awareness
  - Ensure your applications are accessible
  - Tap into new networks to reach candidates with disabilities

# Most Companies Have a Plan for Improving Disability Inclusion Practices...

... BUT FEWER HAVE CONDUCTED AN ASSESSMENT OF CURRENT EFFORTS



UNDERSTANDING YOUR STARTING POINT WILL ENSURE  
THE MOST EFFECTIVE FUTURE PLAN

# Most Companies Have a Plan with These Common Elements

**77% are already underway or will start within 6 months**



# The COVID-19 Pandemic Disproportionately Affects People with Disabilities

- Nearly 1 million job lost by people with disabilities
- COVID-19 disproportionately affects racial, ethnic minorities:  
Blacks are 3.5 times more likely to die than whites;  
Latinos twice as likely
- The odds for People With Disabilities (PWDs) are worse:
  - 90% of hospitalized have underlying conditions (disabilities)
  - Social isolation reduces help from direct support professionals
  - Medical rationing is based on age + disability or perceived “lower quality of life”
  - Mental illness (depression, anxiety, PTSD) is peaking: virus fears, economic uncertainty, job loss, working while caregiving





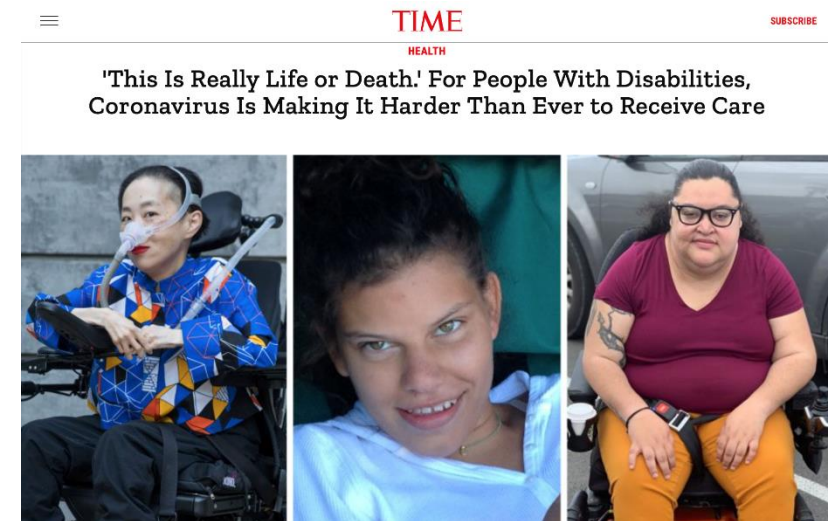
# The COVID-19 and Employment

Persons with Disability: 16-64 Years Old ▼					
	June 2020		2019		Change
<b>Unemployment Rate</b>	<b>17.4%</b>		<b>8.0%</b>		<b>9.4%</b>
<b>Labor Force Participation Rate</b>	34.4%		33.6%		.8%
<b>Employment-Population Ratio</b>	28.4%		30.9%		-2.5%

Persons without a Disability: 16-64 Years Old ▼					
	June 2020		2019		Change
<b>Unemployment Rate</b>	<b>11.1%</b>		<b>3.6%</b>		<b>7.5%</b>
<b>Labor Force Participation Rate</b>	76.2%		77.3%		-1.1%
<b>Employment-Population Ratio</b>	67.7%		74.6%		-6.9%

# COVID and People with Disabilities

- Health status  $\neq$  disability
  - Many people with disabilities are healthy
  - Disability alone not associated with higher risk
- Common reasons for “higher risk” are related to poverty
  - Lack of access to quality healthcare
  - Lack of access to PPE, hygiene products
  - Confinement (congregate settings)



[April 24, 2020](#)

# Leading Practices in Response to Covid-19

- Ensure that all remote meetings are accessible for all – hearing impaired, blind or vision impairment.
- Accommodations process includes assistive technology considerations appropriate for remote work.
- More frequent communication with all team members, check in on status of well being not “all business”
- Communicate all options for support available for all employees – EAP resources, internal groups formed to provide support during telework
- Include allies, caregivers in all conversations regarding additional supports, accommodations needed while working from home.

# Key Takeaways

## **PROGRESS AGAINST THE ULTIMATE MEASURE — *THE NUMBER OF EMPLOYEES WITH DISABILITIES* — HAS REMAINED FLAT**

- **Create a culture of inclusion**

- Show corporate commitment to a diverse workforce from the top down, company leaders are open about their own disability
- Request feedback from employees about disability inclusion and feature employees with disabilities as speakers for internal & external events

- **Burnish your employer brand**

- Encourage self-ID among existing employees & invest in training, accommodations, and technology
- Attract candidates with disabilities by focusing on channels that work

- **Do an assessment and make an informed plan to advance**

- Rely on tools to inform your current state and identify opportunities
- Seek out business groups that can help you achieve your goals

# Take a Deep Dive into Your Tracker results

## NOD'S DISABILITY INCLUSION EXECUTIVE BRIEFING™

### Briefing:

- Analysis of 3 key areas of your tracker results – customized to meet you where you are in your disability inclusion practice.
- Access to **leading practices** with expert observations - in gaps and opportunities
- Recommendations for **quick wins**, and **medium and long-term actions**, tailored to your business
- NOD presentation to senior leaders to **build buy-in** across the organization





# Questions & Answers

**CRAIG LEEN, DIRECTOR  
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**TAKE THE DISABILITY  
EMPLOYMENT TRACKER**

- [www.NOD.org/tracker](http://www.NOD.org/tracker)
- [tracker@nod.org](mailto:tracker@nod.org)

# SAVE THE DATE!

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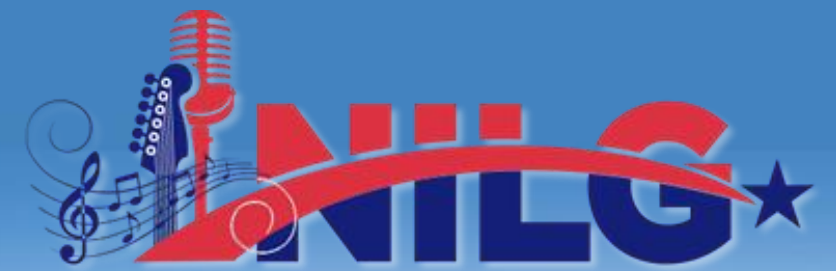
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