

**Welcome!**

**Let's Talk Talent:  
Disability Inclusion Strategies**

**will begin at 2:00 p.m. Eastern Time**




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### Let's Talk Talent: Disability Inclusion Strategies



Presented by



#### Today's panelists:

- Jill Basiliere, Hershey Company
- Marina Williams, Lockheed-Martin
- Jacqueline Poquette, Eagle Group

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Mid-Atlantic ADA Center

**Jill Basiliere**  
**Equal Employment Opportunity**  
**Manager**  
**Hershey Company**

**HERSHEY'S**  
THE HERSHEY COMPANY

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**HERSHEY'S**  
THE HERSHEY COMPANY

**H.E.R.O.S. Outreach Program**  
*Mid-Atlantic ADA Center*  
 May 8, 2014

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**The strategy...**

**HER.O.S.**  
Hershey Extends Real Opportunity to Succeed

- Developed to enable a sustainable talent pipeline
- Supports Hershey's commitment to diversity and inclusion in the workplace
- Employs people with intellectual and physical disabilities

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### The benchmarking...

#### Walgreens

- Randy Lewis came to Hershey
- Toured Walgreens Distribution Center in South Carolina
- Attended Boot Camp

#### Lowe's

- Toured Lowe's Distribution Center in Pittston, PA




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### The beginning...



- Manufacturing Apprenticeship Program launched at the Y&S Twizzler Plant in Lancaster August 2012
- The foundation of the program is same work, same pay, same expectations
- Employees in the program receive the same competitive wages
- Employees also receive the same comprehensive and competitive benefits on day one




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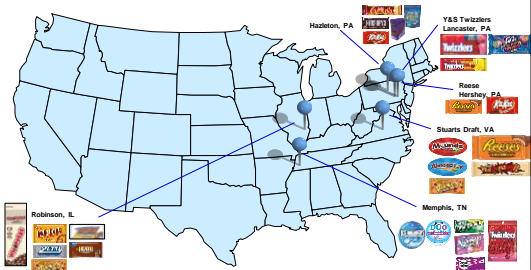
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### The expansion...




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### Value of Disability Inclusion

- 2012 strategic initiative to Win With Talent
  - Will enable a sustainable talent pipeline and increase diversity through development of an outreach program that provides meaningful work for capable people with disabilities; improving their quality of life and enriching our workforce
- Nearly 80% of people with disabilities are unemployed which denies their independence and companies the benefits of their inclusion
  - When they do find work it is typically in janitorial or piece work jobs
  - Organizations are typically process driven to meet profitability needs. These efficiency efforts are unintentional barriers to people with disabilities
- In 2010, Walgreens shared a landmark inclusion success story with us which pioneers a new mainstream employment way of thinking - provide meaningful work with the same performance expectations at the same pay
  - Performance implications
    - Same standards for productivity and accuracy
    - Longer ramp up curve
  - Cost implications
    - Lower turnover
    - Fewer major accidents, but more minor accidents




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### Community Partners

- Kick-Off Meeting
  - Invited several local agencies to learn about:
 

|                       |                 |                          |
|-----------------------|-----------------|--------------------------|
| <u>The Plant</u>      | <u>Staffing</u> | <u>Work Environment</u>  |
| Overview of the plant | Recruiting      | Conditions               |
| Product produced      | Onboarding      | Wage and benefits        |
| Size of the operation | Training        | Tour facility – See Jobs |
- Key Messages
  - The Hershey Company is launching H.E.R.O.S., an outreach program that provides meaningful work for capable people with disabilities, at it's plant
  - We believe H.E.R.O.S. is an important part of our efforts to develop a sustainable talent pipeline within our Global Operations function
  - We can't do it alone – we need your support and partnership




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### Engage Employees

- Plant Manager spoke to all employees about the program prior to the kick-off meeting
- Awareness and sensitivity training provided to all employees
- HR, Supervisors, Plant Managers, BRG toured either Walgreens and/or Lowes
- Communication throughout the corporation via intranet and video
- Business Resource Group – Abilities First introduced last year and kick-off will be Q2




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### Abilities First Business Resource Group Debuts at Hershey's 10<sup>th</sup> Annual Inclusion Day August 22, 2013



Supports **The Hershey Company** in becoming an industry leader in providing opportunities for people with diverse abilities and unique needs by educating our workforce and community, cultivating a support network, and advocating for a welcoming culture that is inclusive of people with disabilities.

#### Abilities First BRG Objectives

- EDUCATION**  
Drive programs to support education and awareness about the value persons with disabilities bring to the workplace and community.
- WINNING WITH TALENT**  
Collaborate with leaders and managers to identify, recruit, refer and support individuals with disabilities.
- NETWORK**  
Create a support system within Hershey for individuals who have, know, or care for a person with a disability.
- ADVOCACY**  
Partner with businesses and organizations that advocate on behalf of individuals with disabilities to gain learning and share ideas & Best Demonstrated Practices.
- COMMUNITY**  
Encourage employee involvement in community activities and events to foster relationships and social interactions.



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### Address Hiring Managers' Concerns

- Support from the top
- Same job, same performance, same pay
- Awareness training
- Listen to the concerns and address them
- Share successes



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### Accommodation Policies

- THC has an Americans with a Disabilities Act Policy and Procedures and has guidelines on the American with Disabilities Act Interactive Process
- Trained HR staff on the ADA interactive process prior to interviews
- Application indicates if an accommodation is needed to apply or search for a job contact ... in HR
- Currently creating job coach guidelines



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Marina Williams  
 Director, Equal Opportunity  
 Programs  
 Lockheed Martin




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## Lockheed Martin (LMC) Disability Inclusion Strategies

Employers Forum Telecon  
 May 8, 2014



Marina Williams  
 Director, Corporate Equal Opportunity  
 Programs

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## Corporate Leadership




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## Corporate Policy Statements (CPS)



- Disability is Explicitly Incorporated into LMC Policies and Diversity and Inclusion Practices:
  - Non-Discrimination/Equal Employment Opportunity Harassment-Free Workplace Policy
  - Providing Reasonable Accommodations in the Workplace & For Applicants Policy
  - Annual Non-Discrimination/Harassment-Free Workplace Memorandum



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## Leadership Development



### PwD Forum

- Two-Day LMC PwD Conference:
  - 2012: Beyond Limits: A Journey Into The Future Together
  - 2013: Innovate, Inspire, and Lead Through Change
- Mission:
  - Connect Individuals Across the Corporation to Positively Impact LMC Performance Through Information Sharing, Development and Network Opportunities

### Effective Leadership of Inclusive Teams (ELOIT) Learning Labs for All Vice Presidents and Presidents

- Training Focuses on Ensuring Inclusion for All (Gender, Race, People with Disabilities, Sexual Orientation, Etc.)
- The ELOIT Learning Labs Were Extended to Mid-Career Leaders



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## Internal Engagement



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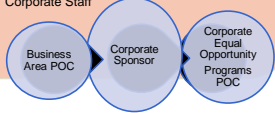
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## Focus on Abilities (FOA) Team

**LMC's FOA Team: Focus on Recruitment, Career Development, & Retention of Qualified People with Disability**

- Strives to Make LMC as Inclusive as Possible for People with Disabilities
- **Key Objectives:**
  - Identify and Implement Best Practices Enterprise-Wide
  - Determine Training Needs, Appropriate Tools and Implement Solutions
  - Improve Recruiting Efforts and Outreach to Students with Disabilities, Veterans and Experienced Professionals with Disabilities
  - Ensure Accessibility of Lockheed Martin Facilities and Staffing Processes
  - Develop and Maintain Subject-Matter Experts as Central POCs for Each Business Area & Corporate Staff



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## Disability Awareness Month

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## Employee Resource Groups (ERGs)

Multiple disAbility ERGs Exist at LMC

2014-2015 FOA Objective:

**Developing Enterprise-Wide disAbility ERG to Increase Engagement and Share Practices Across the Corporation**



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## PwD Self-Identification



- Employees Can Self-Identify and Request Reasonable Accommodation Through Intranet Portal
- Annual Notification is Provided to All Employees Reminding Them That They Can Voluntarily Self-Identify or Update Their Self-Identification Status Through Intranet Portal

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## Employment Practices



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## PwD Talent Acquisition



- **Online Job Board Networks**
  - GettingHired
  - Career Opportunities for Students with Disabilities (COSD)
- **Local and National Disability Career Fairs**
  - Sponsor of *Careers & The disABLED* Magazine Annual National Disability Career Fairs
- **Employers' Consortium Sharing PwD Recruiting Best Practices**
  - DirectEmployers
- **Veterans with Disability Outreach**
  - Wounded Warrior Project
  - VA Rehab Centers Across the Country

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## Reasonable Accommodation Practices



- Providing Reasonable Accommodations in the Workplace & For Applicants CPS
- Online Intranet Employee Request Process with Automated Notification
- Enterprise-Wide Accommodation Tracking
- Ongoing Training With Focus On Ability (FOA) Team Members, Equal Opportunity Programs (EOP) Staff, HRBPs, and Talent Acquisition Staff

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## Video Relay Service (VRS)



- Communication With LMC Employees With Hearing and Speech Impairments



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## Internal 508 Specialist



- In-House 508 Subject Matter Expert Provides Guidance To Remove Barriers and Strives to Make LMC's Electronic Information Accessible to All Employees
- In 2013, LMC Collaborated With the Job Accommodation Network (JAN) To Review Our External LM Careers Website and Online Job Application Tool to Ensure Access for Applicants with Disabilities.



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## Disability Compliance & Inclusion Practices



- OFCCP Affirmative Action Compliance with Executive Order 11246, Section 503 of the Rehabilitation Act of 1973, and the Vietnam Era Veterans' Readjustment Assistance Act of 1974
- Recruiting, Hiring, Developing, Retaining and Promoting Qualified PwDs
- Creating and Measuring Productivity Tools, Accommodations and Accessibility
- Promoting and Communicating Disability Awareness, Inclusion, Programs, Resources, and Compliance




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## External Leadership



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## U.S. Business Leaders Network



- LMC is an Active Member of The National and Various Local Non-Profit Organizations That Help Businesses to Drive Performance By Leveraging Disability Inclusion in The Workplace, Supply Chain, and Marketplace



- Director of Corporate Equal Opportunity Programs, Marina Williams, is a Member of The Board of Directors of The Washington DC Metro BLN



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## External Benchmarking Tools

• LMC Participated in Pilot Disability Employment Assessments:

– Disability Equality Index (DEI)



– Disability Employment Tracker



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## Community Mentoring

• Participated in Career Link, a Six-Month Mentorship Program with College Students with Disabilities and Veterans with Disabilities, Sponsored by USBLN:

– The Employee Mentors Held Virtual Meetings With Their Mentees Over The Course of Their Assigned Period to Work on the Following:

- Résumé Assistance
- Interview Skills
- Job Search Guidance
- Career Development



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## Disability Awards & Recognition

2014 National Employee of the Year  
John Maguire, Sr. Aeronautical Engineer  
Fort Worth, TX



Five Consecutive Years  
Best Rating - #2 in 2013



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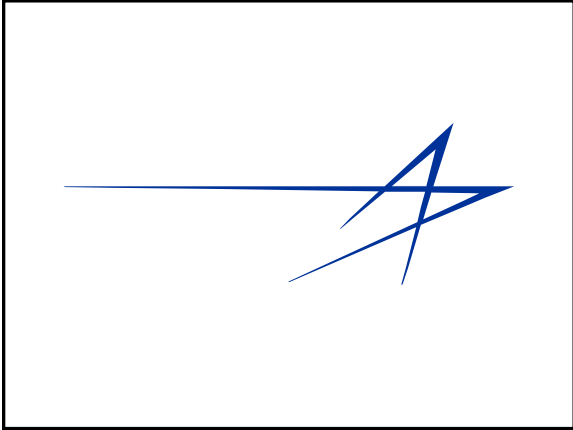
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**Jacqueline Poquette**  
**Manager of Human Resources**  
**Eagle Group**

  
*Profit from the Eagle Advantage<sup>®</sup>*

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**EAGLE GROUP**

- ❖ Eagle Group is a manufacturer of commercial foodservice equipment located in Clayton, Delaware
- ❖ Its four hundred and fifty employees are comprised of three hundred manufacturing and one hundred fifty office personnel
- ❖ Manufacturing positions include: welders, machine operators, metal finishers, and assemblers
- ❖ Sales and clerical personnel comprise the administrative staff

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At **Eagle Group**, our employees are our most valued asset. Having employees who are accepted and supported is key to the success of each person and the company as a whole. Through our business initiatives, recruitment strategies, and educational awareness, we strive to weave inclusion into our culture and provide a workplace where people with disabilities can excel.

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### Key Benefits of Inclusive Workplaces Include:

- ❖ **Increased employee:**
  - Job satisfaction
  - Commitment or loyalty to company
  - Tenure or length of time with company
  - Organizational citizenship behaviors
- ❖ **Reduced employee:**
  - Turnover intention

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### Workplace Inclusion

Workplace inclusion of individuals with disabilities is a product of company-wide policies and the attitudes and practices of managers and supervisors. Together these factors influence employee perceptions about the work environment which, in turn, impact engagement, job satisfaction and productivity.

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## Workplace Inclusion continued

There are three key policy and practice areas that have impacted our company's disability diversity and inclusion:

- ❖ strong recruitment, training, and advancement opportunities
- ❖ strong accommodations-related policies and practices
- ❖ strong positive corporate culture, including top management

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## Key Policies and Practices for Disability Inclusion

### Managers play a critical role

Managers' diversity behaviors and relationships with employees are directly related to employees' perceptions, engagement and satisfaction. Better relationships and more inclusive manager diversity practices are correlated with increased work-place satisfaction and reduced perception of negative workplace treatment.

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## Key Policies and Practices for Disability Inclusion continued

### An inclusive work environment must be pervasive

Inclusive practices and policies matter to employees with and without disabilities. Such practices are related to higher levels of psychological empowerment, perceived organizational support, and less conflict among all employees, not just those with disabilities.

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Key Policies and Practices for Disability Inclusion *continued*

**Disability should be a part of organization's diversity statements**

An important part of creating an inclusive workplace is establishing a clear organizational commitment to disability issues. Such statements are related to high levels of job satisfaction among employees.

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Key Policies and Practices for Disability Inclusion *continued*

**Accommodations benefit everyone**

Accommodations, such as flexible scheduling and telecommuting, are helpful for all employees, not just those with disabilities. Organizations committed to inclusive practices can expand their use of such accommodations to create a culture of responsiveness.

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Key Policies and Practices for Disability Inclusion *continued*

**Human Resources must engage in equitable treatment of all employees**

Human Resource departments play an important role in ensuring a fair and level playing field for all employees. The more fairly employees with disabilities perceive their treatment by HR to be, the greater their organizational commitment, job satisfaction, citizenship behaviors, and the lower their turnover intentions.

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## Key Disability, Diversity and Inclusion Policies and Practices

### Strong Recruitment, Training and Advancement Options

- ❖ Targeted recruiting of people with disabilities
- ❖ Manager education and training on disability
- ❖ Targeted career advancement opportunities for employees with disabilities
- ❖ Training opportunities that are equitably available and accessible to employees with disabilities
- ❖ Mentoring and coaching opportunities that are made available to employees with disabilities

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## Strong Corporate Culture

- ❖ Top management commitment to hiring people with disabilities
- ❖ Available disability networks / affinity groups
- ❖ A diversity policy which includes disability

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## Creating an Inclusive Workplace

### Recommendations for Employers

- ❖ Communicate a top management commitment to the hiring and equitable treatment of people with disabilities
- ❖ Include disability in the diversity and inclusion agenda
- ❖ Assess the organization's climate for inclusion and address weaknesses
- ❖ Build cultural factors into performance management at the organizational and individual levels

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## Creating an Inclusive Workplace

### Recommendations for Employers continued

- ❖ Articulate the value and return on investment of accommodations and leverage "in-house" expertise for accommodations
- ❖ Provide central accommodations funds and implement a structured process for requesting accommodations
- ❖ Provide support for disability affinity groups
- ❖ Educate and train employees and managers around disability issues
- ❖ Collect data related to disability

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## Creating an Inclusive Workplace

### Recommendations for Human Resource Professionals

- ❖ Implement effective communication strategies regarding the organization's commitment to diversity issues and equitable employment
- ❖ Create mentoring opportunities that include people with disabilities
- ❖ Include disability in diversity initiatives
- ❖ Conduct trainings for managers regarding disability

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## Creating an Inclusive Workplace

### Recommendations for Human Resource Professionals continued

- ❖ Include diversity and inclusion effectiveness in supervisor job descriptions and performance management expectations
- ❖ Implement effective accommodation policies and practices
- ❖ Use disability affinity groups to recruit employees with disabilities and to acquire information on accommodations
- ❖ Focus on targeted recruiting and training of employees with disabilities

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## Creating an Inclusive Workplace

### Recommendations for Managers

- ❖ Recognize that manager behavior powerfully influences the experience of employees with disabilities and the behavior of others toward co-workers with disabilities
- ❖ Show respect for employees requesting accommodations, as perceptions of managerial respect are a key predictor of employee workplace engagement
- ❖ Trust your judgment and act on any concerns you have related to discrimination against employees with disabilities

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## Creating an Inclusive Workplace

### Recommendations for Managers continued

- ❖ Create an inclusive decision-making environment and reduce conflict and discrimination by encouraging a workplace that values diversity
- ❖ Acknowledge and respect all team members
- ❖ Promote cooperation
- ❖ Be flexible

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## Conclusion

Effective workplace inclusion practices can impact the bottom line of a business by increasing employee job satisfaction, productivity and commitment to the organization and by reducing turnover intention. Creating an inclusive workplace for individuals with disabilities includes ensuring that organizational structures, values, policies and day-to-day practices create a culture that values the contributions of all employees. Managers, human resource professionals and employees at all levels have a role in creating and sustaining a culture of inclusiveness for employees with disabilities.

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**QUESTIONS?**

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    - 301-217-0124 local
    - www.adainfo.org

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