



Inclusive Workplace Culture Strategies

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Corporate Culture Defined

- Collective way we do things around here
- Learned set of behaviors that is common knowledge
 - Behaviors are based on shared system of meanings which guide employees perceptions, understanding of events and what one pays attention to



Inclusive Culture Elements

- Engages employees at all levels
- Leadership sets clear purpose, values and accepted behaviors
- Strong culture has teeth
 - Rids employees that don't demonstrate the desired behaviors
- High performing organizations periodically revisit their core values to make sure they are still relevant
- Education and accountability at all levels



Common Themes

- **Leadership** commitment to diversity
- **Strategic** inclusion (recruitment, employment, retention, ERG, supplier diversity, technology, market share)
- **Volunteerism** as an emerging best practices that touches marketplace, workforce and community
- Accommodations as **productivity tools & universal design**
- Employee Business (Resource) Groups -**PWD & cross pollinating**
- Employee **engagement**-disability touches everyone
- Disability awareness & etiquette **training**

Results of Inclusive Culture

- Identified as the best place to work
- Become well known among prospective employees
- High level referral rates and ideas for improving the business - Innovation
- High retention and loyalty of employees and customers



Disability Disclosure: What Employers Should Know

Results of a survey by the Employment and Disability Institute (EDI) at Cornell University and the American Association of People with Disabilities (AAPD)

Research conducted under the Rehabilitation Research and Training Center on Employment Policy for Persons with Disabilities at Cornell University funded by the U.S. Department of Education National Institute on Disability and Rehabilitation (NIDRR) Research (Grant No. H133B040013). Support for presentation provided by The Rehabilitation Research and Training Center on Employer Practices Related to Employment Outcomes Among Individuals with Disabilities at Cornell University funded by the U.S. Department of Education, National Institute on Disability and Rehabilitation Research (Grant No. H133B100017)

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Importance of Disclosure Issue for Employers:

- Identified as the best place to work
- Increase awareness of where accommodations may improve employee productivity
- Indicator of employee comfort level with sharing personal information
- Improved measures of workforce diversity representation
- Federal Executive Order 13548 -- Increasing Federal Employment of Individuals with Disabilities
- Proposed Rule to revise Section 503 of the Rehabilitation Act



“Very important” factors when deciding to disclose a disability to an employer

	Persons <u>with</u> a disability (N=598)
Need for accommodation	68.2
Supportive supervisor relationship	63.5
Disability friendly workplace	56.8
Active disability recruiting	50.5
Knowing of other successes	49.9
Disability in diversity statement	48.9
Belief in new opportunities	40.7





“Very important” factors when deciding to NOT disclose a disability to an employer

	Persons <u>with</u> a disability (N=598)
Risk of being fired/not hired	73.0
Employer may focus on disability	62.0
Risk of losing health care	61.5
Fear of limited opportunities	61.1
Supervisor may not be supportive	60.1
Risk being treated differently	57.8
Risk being viewed differently	53.8
No impact on job ability	44.0
Desire for privacy	27.9



Themes that were found in responses

1. Timing of Disclosure
2. Supportive Workplaces
3. “Disability is Part of Who I Am”
 - a. Gauging Employer Acceptance
 - b. Desire for Honesty
 - c. Educating Others
4. Not Being Hired Or Being Fired
5. Workplace Harassment and Bullying
6. Losing Promotion Opportunities

Creating an Environment that Encourages Disclosure

Demonstrate disability inclusiveness through:

- Actively recruiting people with disabilities
- Conducting disability awareness training for staff
- Enacting flexible workplace policies
- Having fair systems to address complaints
- Creating accessible workplaces
- Fostering supportive supervisor-staff relationships
- Including disability in the diversity statement



Creating an Environment that Encourages Disclosure

Avoid:

- Focusing on disability
- Treating employees with disabilities differently in relation to:
 - Interpersonal interactions
 - Opportunities for advancement
 - Performance reviews
 - Hiring/termination



Access to Full Text of the Report

Emerging Employment Issues
for People with Disabilities:

<http://digitalcommons.ilr.cornell.edu/edicollect/1288>



Resources

- ODEP (USDOL.GOV/ODEP)
 - Great PSA's:
 - WhatCanYouDoCampaign.org
 - ERG Resources
 - AskEARN.org/docs/ERG_Toolkit.pdf
 - Disability Etiquette
 - AskJAN.org/topics/disetiq.htm
- US Business Leadership Network (USBLN.org)
- National Organization on Disability (NOD.org)
- Employment and Disability Institute (EDI) – (ILR.CORNELL/edi)

C5 Consulting, LLC

Our Mission

C5 Consulting helps organizations change their culture to include people with disabilities in the workforce to ensure diversity and business success

Our Services

Private and Public Sector, Community Based Organizations, Government, Business Leadership Network Affiliates

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USBLN Inclusive Workplace Culture



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EEO Program Consultant &
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Our 1-Minute Infomercial



- WellPoint is one of the nations leading health benefits company serving the needs of 34 million members nationwide.
- WellPoint is included in the S&P 500 index.
- One in nine Americans receives coverage for their medical care through WellPoint's health plans.
- WellPoint is Indiana domiciled and is a Blue Cross or Blue Cross Blue Shield licensee in 14 states: California, Colorado, Connecticut, Georgia, Indiana, Kentucky, Maine, Missouri, Nevada, New Hampshire, New York, Ohio, Virginia, and Wisconsin.
- We offer a broad range of medical and specialty products.
- 2nd largest Fortune 50 company with a female President and CEO. Number 34 on Diversity Inc's 2012 Top 50 Companies for Diversity.

Our Strategy . . .

OUR MISSION

- Improve the lives of the people we serve and the health of our communities

OUR OBJECTIVES

- Create the best health care value in our industry
- Excel at day-to-day execution
- Capitalize on new opportunities to drive growth

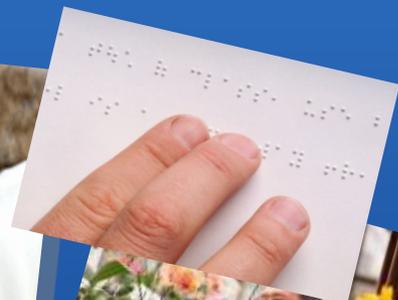
OUR CORE VALUES

- Customer First
- Integrity
- Personal Accountability for Excellence
- One Company, One Team
- Continuous Improvement



Facts about People with Disabilities

- People with disabilities are **the largest and fastest growing minority** group in the world, representing over 750 Million individuals.
- There are more than **54 million** people with disabilities in the US.





Common traits for Diversity Inc's Top 50 Companies (specific to disability)

- They have a program to recruit people with disabilities
- They offer telecommuting (flexible work schedules, etc.)
- They offer dependent-care benefits
- Website includes images of people with disabilities
- Have Employee Resource Groups for people with disabilities

Four Distinctive Segments

- Adults with Disabilities
 - 54 million+
- Maturing Workers with Age-Related Disabilities
 - 76 million baby boomers. Approximately 40% over 65 will develop an age related disability.
- Veterans with Service-Related Disabilities
 - Between 10/01 - 2/08, more than 30,000 veterans returned home with service-connected disabilities.
- Associates who have Children & Other Dependents with Special Needs
 - 23 Million parents have at least one child between the ages of 5-16 with a disability.

Business Integration

- Compliance Support
- Human Resource
 - Retention, Recruitment, Training
 - Employee Benefits/Benefit Guidance
- Accessibility Systems
 - Website / Communications / Locations
- Resource & Referral
 - Case Managers
 - Wounded Warrior / Disabled Sports USA
 - Work-Life Support
- Organizational Readiness & Training
 - Communications (internal / external)
 - Interpreters / Closed Captioning
 - Productivity Tools



Self Identification hurdles

- Changing the culture, gaining trust
- Compliance concerns – legal, EEO, Diversity, ADA, government conflicts
- HRIS system limitations, self service tool for self identification
- Executive Support and Communication
- Educating the workforce, managers & employees with disabilities.
- Why self ID is important

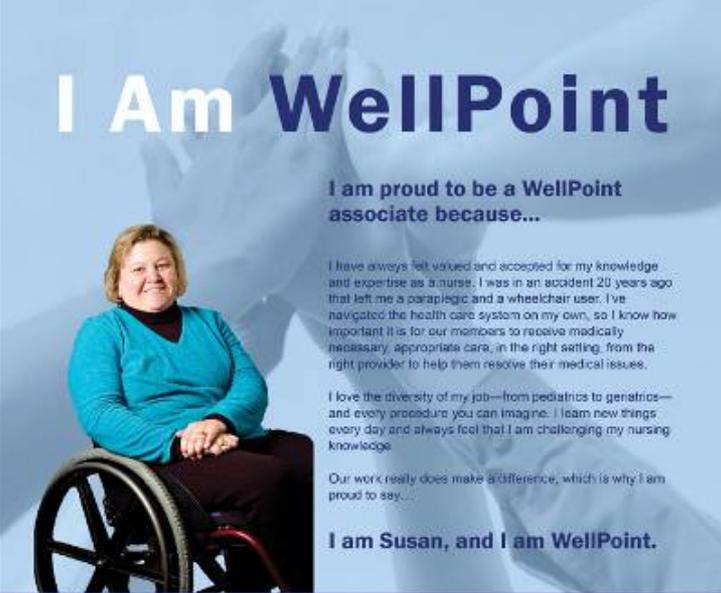


Associate Resource Groups are valuable sources.... use them!



Focus on

- Recruiting and hiring people with disabilities
- Working with internal associate groups which support disability initiatives
- Mentoring opportunities
- Positively portraying people with disabilities
- Offering workplace flexibility
- Looking into the process for accommodations
- Educating associates about disabilities
- Sponsorships with disability focused organizations.



I Am WellPoint

I am proud to be a WellPoint associate because...

I have always felt valued and accepted for my knowledge and expertise as a nurse. I was in an accident 20 years ago that left me a paraplegic and a wheelchair user. I've navigated the health care system on my own, so I know how important it is for our members to receive medically necessary, appropriate care, in the right setting, from the right provider to help them resolve their medical issues.

I love the diversity of my job—from pediatrics to geriatrics—and every procedure you can imagine. I learn new things every day and always feel that I am challenging my nursing knowledge.

Our work really does make a difference, which is why I am proud to say...

I am Susan, and I am WellPoint.

WELLPOINT

Susan Madden
Pre-Service Review Nurse, Team Lead
Manchester, NH

Community Relations & Social Responsibility

- eSSENTIAL Accessibility
- Community Service Day
- Disability Focused Sports programs
- WellPoint Foundation Grants





What about Accommodations? Call them Productivity Tools!

DID YOU KNOW?

Most people with disabilities require no accommodation.

Job accommodations for people with disabilities are usually low cost or no cost.

A recent study conducted by the Job Accommodation Network (JAN) revealed that 56 percent of workplace accommodations cost absolutely nothing.

Of those accommodations that did have a cost, the typical one-time expenditure by employers was \$600 or less.

Questions?



Thank You

For more information, visit www.AskEARN.org

Call: 1-855-ASK-EARN (1-855-275-3276)

Email: earn@askearn.org

