A Roadmap To Creating A Culture of Inclusion In Your WorkPlace

A Roadmap to Creating a Culture of Inclusion in Your Workplace Developed By:

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Why Create A Culture of Inclusion?

18 to 20 percent of Americans have a disability. The largest percentage (70%) of disabilities are those that are hidden. Some 58 million adults, 34 percent of people age 18 to 65, have at least one chronic condition and 19 million adults (11%) have two or more chronic conditions. It is estimated that by the year 2020 half of the U.S. population will have at least one chronic condition and one-quarter will be living with multiple chronic conditions*.

On January 1, 2011, the first of the 83 million-strong wave of "boomers" began to reach retirement age and every day approximately 10,000 more employees reach this milestone.** Many of these employees will retire creating a shortage of workers in various industries. In the next 5 years, there will be about 10 million more jobs than people to fill them (*Cornell University)*. With the Great Recession and retirement shortfalls, many other Baby Boomer employees will need to age in place.*** Workplace flexibility will be essential to retain the knowledge and skills of these older workers.

There is an increase of qualified youth with disabilities entering the workforce. The 2010 Harris poll, sponsored by the National Organization on Disability, states "83% of working-age people with disabilities have high school diplomas or a higher education." This is up more than 20% from 1986 when only 61% had high school diplomas or higher education. There are other studies now saying that 11% of students at colleges and universities have a disability and will be entering the workforce.

Given these remarkable statistics and projections, who then will be driving the workplace environment?

Who are those potential customers that a business must have to be successful? Disability is the largest minority group with more than 54 million members who, many times, are an untapped consumer market. An untapped consumer market with over $200 billion per year in disposable income which is twice the teen market. If families of people with disabilities are included then this number is 1 trillion dollars (National Organization on Disability). Approximately 71.5 million baby boomers will be over age 65 by the year 2030 and will be demanding products, services, and environments that meet their age-related physical and mental needs.

Given these trends, employers and business must become creative in meeting their workforce and market needs. Attracting and retaining a diverse workforce, including people with disabilities and existing employees who, through their life cycle of the aging process, are involved with the natural occurrence of acquiring disability is a good start. Businesses marketing to people with disabilities can reach as many as 4 in every 10 customers.

"A Roadmap to Creating a Culture of Inclusion in Your Workplace", developed by the Southwest ADA Center, StarReach Enterprises, JAN, and the New Mexico Business Leadership Network, is an individualized employer and business tactical planning tool. It is designed to help employers and businesses strategically plan and implement a successful accessible work and market place. The plan includes 20 comprehensive road map inclusion goals, identifying possible challenges that may need to be addressed in order to achieve these goals, example action steps under each goal, and the inclusion of partnerships/collaborations/resources to help the employer and business identify and implement their action steps.

Creating a Culture of Inclusion will pay off now and in the future!

*Center on an Aging Society, Georgetown University, 2000 Medical Expenditure Panel Survey, National Health Survey
**Pew Research Center http://pewresearch.org/databank/dailynumber/?NumberID=1150
***CNN Money, "43 percent have less than $10k for retirement"http://money.cnn.com/2010/03/09/pf/retirement_confidence/index.htm

ROADMAP GOALS SUMMARY

1. **Identify internal champions. A senior executive with clout can legitimize the program and help to break down barriers to implementation.**
2. **Dispel disability-related myths and barriers. Ensure everyone in the organization has the latest factual information about disability in the workplace.**
3. **Understand how disability employment and becoming "disability friendly" gives our organization a business advantage. Know our internal business case.**
4. **Ensure our Diversity strategy includes Disability. Disability is the largest minority group with more than 54 million members. Disability crosses all other diversity categories.**
5. **Develop policies, procedures, practices, and training related to the employee life cycle which includes the natural occurrence of acquiring disability.**
6. **Develop or adapt a proactive, open and defensible interactive process for successfully accommodating employees with disabilities.**
7. **Make "stay-at-work" or "return-to-work" policies and practices the ideal towards retaining talent. Break down the workers compensation, short term disability, and long term disability departmental silos.**
8. **Know our legal obligations of our organization, including the Americans with Disabilities Act Amendments Act, and develop ADA Policies and Procedures.** **If we are a federal contractor: Develop a collaboration with our compliance officer and understand disability related legal obligations under Section 508 and Section 503.**
9. **Conduct a physical site accessibility audit of our facilities.**
10. **Conduct an accessibility audit of corporate communication technologies, including the company's website, and intranet.**
11. **Conduct an accessibility audit of all of our hiring processes including our applicant tracking system.**
12. **Become knowledgeable about assistive technologies.**
13. **Develop collaborations with organizations to build our recruiting pipeline.**
14. **Develop a recruiting strategy for Wounded Warriors.**
15. **Collaborate with local, regional, and national programs to assist in meeting recruitment targets and hiring people with disabilities.**
16. **Capitalize on the market segment of people with disabilities by developing products and services for this segment. Ensure our business is accessible and associates understand effective communication with people with disabilities.**
17. **Develop and implement a marketing plan inclusive of people with disabilities.**
18. **Develop a comprehensive internal communication strategy to institute and maintain a Culture of Inclusion.**
19. **Join our local State Business Leadership Network and the US Business Leadership Network to learn of leading best practices in hiring, advancing, and retaining people with disabilities.**
20. **Develop accountability mechanisms and continuous improvement strategies for our Culture of Inclusion.**

Creating a Culture of Inclusion Work Plan

Encountering, Identifying, and Meeting Challenges

As you work towards creating, implementing and maintaining a Workplace Culture of Inclusion consider the following possible challenges that may need to be addressed in order to achieve your inclusion road map goals.

CHALLENGES:

Are we motivated and committed to create and maintain a Workplace Culture of Inclusion?
        If needed, we will do the following to become motivated and committed:

Do we need knowledge and technical assistance to create and maintain a Workplace Culture of Inclusion?
        We will seek answers and technical assistance to our following questions:

Do our present practices, policies, and systems accommodate and promote the creation and maintenance of a Workplace Culture of Inclusion?
        The following practices, policies and systems need to be adjusted or changed:

Beginning the Journey

Strategic Planning

20 Goals

1. **Identify internal champions. A senior executive with clout can legitimize the program and help to break down barriers to implementation.**

WHAT NEEDS TO HAPPEN IN OUR ORGANIZATION?

Action Step <u>Examples</u>
We will work to identify a senior executive who has experience with disability such as having a disability him/herself or who has a family member with a disability and/or who has an understanding of the employment barriers faced by people with disabilities.

We will request that the senior executive assist in internally communicating and promoting the launch of the development and implementation of our Culture of Inclusion Roadmap.

ACTION STEPS	TIME LINE
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Partnerships / Collaborations / Resources to help identify and implement action steps

Join **USBLN at** (www.usbln.org)
Find a mentor company to assist with strategies to identify your champion.
The **United States Business Leadership Network** helps build workplaces, marketplaces, and supply chains where people with disabilities are respected for their talents, while supporting the development and expansion of its BLN affiliates.

2. **Dispel disability-related myths and barriers. Ensure everyone in the organization has the latest factual information about disability in the workplace.**

WHAT NEEDS TO HAPPEN IN OUR ORGANIZATION?

Action Step <u>Examples</u>
We will research and have the facts about people with disabilities to counter the many myths. Facts would include employees with disabilities do not drive up insurance rates, do not increase workplace risk, and do not cost too much to accommodate.

We will work to integrate the Culture of Inclusion into the organization in order to advance business goals by challenging negative attitudes and stereotypes about people with disabilities.

ACTION STEPS	TIME LINE
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Partnerships / Collaborations / Resources to help identify and implement action steps

U.S. Chamber of Commerce "Disability: Dispelling the Myths How People With Disabilities Can Meet Employer Needs" at http://AskJAN.org/landingpage/NM_BLN/index.html

JAN's "Low Cost, High Impact" publication at http://AskJAN.org/media/lowcosthighimpact.html
The Job Accommodation Network (JAN) is the leading source of free, expert, and confidential guidance on workplace accommodations and disability employment issues.

Think Beyond the Label at www.thinkbeyondthelabel.com
A public-private partnership that delivers information, outreach and resources to businesses, job seekers and the public workforce system to ensure greater recruiting and hiring opportunities for job candidates with disabilities.

Campaign for Disability Employment at www.whatcanyoudocampaign.org
The Campaign for Disability Employment is a collaborative effort to promote positive employment outcomes for people with disabilities by encouraging employers and others to recognize the value and talent they bring to the workplace.

3. **Understand how disability employment and becoming "disability friendly" gives our organization a business advantage. Know our internal business case.**

WHAT NEEDS TO HAPPEN IN OUR ORGANIZATION?

Action Step Examples
We will use existing data and glean internal data to develop a business case for our sector.

We will share the business case with all employees and discuss how it impacts their workforce, marketplace and community. All staff in every department and every level should understand the business case including high level administrators and those who are our public face, such as receptionists, hiring managers, recruiters, webmasters, IT staff.

ACTION STEPS	TIME LINE
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Partnerships / Collaborations / Resources to help identify and implement action steps

ODEP's Ask EARN Business Case at www.askearn.org/businesscase/index.asp
The Office of Disability Employment Policy, a U.S. Dept. of Labor sub-cabinet level agency, provides national leadership by developing and influencing disability employment-related policies and practices.

Romano and Siperstein Article "A national survey of consumer attitudes towards companies that hire people with disabilities" at http://AskJAN.org/landingpage/NM_BLN/index.html

JAN's Archived "Profit by Investing in Workers with Disabilities" Webcast Archive at
http://askjan.org/webcast/archive/index.htm
The Job Accommodation Network (JAN) is the leading source of free, expert, and confidential guidance on workplace accommodations and disability employment issues.

4. **Ensure our Diversity strategy includes Disability. Disability is the largest minority group with more than 54 million members. Disability crosses all other diversity categories.**

WHAT NEEDS TO HAPPEN IN OUR ORGANIZATION?

Action Step <u>Examples</u>
We will educate leadership / HR / employees on the importance and meaning of full inclusion to include people with disabilities.

We will develop an action plan for including disability diversity in our recruitment, selection, performance, succession, development and transition activities – the entire employee life cycle.

ACTION STEPS	TIME LINE
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Partnerships / Collaborations / Resources to help identify and implement action steps

New Mexico Business Leadership Network at www.newmexicobln.com.
Mission: We are New Mexico business leaders who collaborate with employers to promote and accomplish the business imperative of including people with disabilities in the workforce.

Society for Human Resource Management's Disability Resource Portal at
www.shrm.org/hrdisciplines/Diversity/Articles/Pages/disability_072110.aspx
SHRM is the world's largest association devoted to human resource management. The Society serves the needs of HR professionals and advances the interests of the HR profession.

5. **Develop policies, procedures, practices, and training related to the employee life cycle which includes the natural occurrence of acquiring disability.**

WHAT NEEDS TO HAPPEN IN OUR ORGANIZATION?

Action Step <u>Examples</u>
We will implement policies, procedures, and practice best practices for including disability diversity in our recruitment, selection, performance, succession, development and transition activities – the entire employee life cycle.

We will develop training for all staff promoting a culture where disability is seen as a natural part of the life cycle.

We will identify and implement reasonable accommodation best practices. Use **JAN's Interactive Process Just-in-Time** Training Module at http://AskJAN.org/training/library.htm or adapt the process from http://AskJAN.org/media/interactiveprocessfact.doc

We will develop an ADA reasonable accommodation policy and procedure for the hiring managers, supervisors, and HR administrators to recognize and respond to accommodation requests.

ACTION STEPS	**TIME LINE**
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Partnerships / Collaborations / Resources to help identify and implement action steps

DBTAC Southwest ADA Center
"Developing a Successful Reasonable Accommodation Process" **Part 1 Webcast <u>AND</u>** *Model Policies*
-Small Business Model Reasonable Accommodation Policy
-Title II State and Local Government Procedures Model Reasonable Accommodation Policy
http://ilru.org/html/training/webcasts/handouts/2011/01-19-DBTAC/index.html
Part 2 Webcast and PowerPoint
http://ilru.org/html/training/webcasts/archive/2011/01-26-DBTAC.html

Job Accommodation Network (JAN)
JAN's **Model Interactive Process** at http://askjan.org/training/library.htm

6. **Develop or adapt a proactive, open and defensible interactive process for successfully accommodating employees with disabilities.**

WHAT NEEDS TO HAPPEN IN OUR ORGANIZATION?

Action Step <u>Examples</u>
Identify and implement reasonable accommodation best practices. Use **JAN's Interactive Process Just-in-Time** Training Module at http://AskJAN.org/training/library.htm
or adapt the process from http://AskJAN.org/media/interactiveprocessfact.doc

Develop an ADA reasonable accommodation policy and procedure for the hiring managers, supervisors, and HR administrators to recognize and respond to accommodation requests.

DBTAC Southwest ADA Center Model Policies
-Small Business Model Reasonable Accommodation Policy
-Title II State and Local Government Procedures Model Reasonable Accommodation Policy
http://ilru.org/html/training/webcasts/handouts/2011/01-19-DBTAC/index.html

ACTION STEPS	TIME LINE
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Partnerships / Collaborations / Resources to help identify and implement action steps

Job Accommodation Network at www.askjan.org
The Job Accommodation Network (JAN) is the leading source of free, expert, and confidential guidance on workplace accommodations and disability employment issues.

DBTAC Southwest ADA Center at www.ADAsouthwest.org
The SWADAC is the Southwest's leading resource on the Americans with Disabilities Act and related disability rights laws. As part of the federally funded ADA National Network expert staff are available to provide training and publications and to respond to your inquiries via the toll free hotline.
(If you call outside of NM, TX, OK, LA, or AR – the 1-800-949-4232 number will direct you to your Regional ADA Center)

7. **Make "stay-at-work" or "return-to-work" policies and practices an ideal of our workplace towards retaining talent. Break down the workers compensation, short term disability, and long term disability departmental silos.**

WHAT NEEDS TO HAPPEN IN OUR ORGANIZATION?

Action Step Examples
We will strive to make "stay-at-work" and "return-to-work" the first option after an employee is injured.

We will consider joining the **Disability Management Employers Coalition** (www.dmec.org) and consider their Certified Disability Management Professional certification.

ACTION STEPS	TIME LINE
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Partnerships / Collaborations / Resources to help identify and implement action steps

Return-to-Work Matters
www.rtwmatters.com
A practical online portal providing thousands of best practice time saving tips, tools, and training resources for those engaged in improving health outcomes for injured or ill employees.

8. **Know the legal obligations of our organization, including the Americans with Disabilities Act Amendments Act, the Rehabilitation Act, and the Family Medical Leave Act, as well as state Family Medical Leave and workers compensation laws.**

   If we are a federal contractor: Develop a collaboration with our compliance officer and understand disability related legal obligations under Section 508 and Section 503.

WHAT NEEDS TO HAPPEN IN OUR ORGANIZATION?

Action Step Examples
We will develop a business-wide, disability plan and process to ensure consistent development, application, and evaluation of training, programs (including benefit programs), policies and procedures, and maintenance of effort.

We will insure the process integrates knowledge of the ADA/FMLA/Workers Compensation and includes a single point of contact who serves as the disability expert.

ACTION STEPS	TIME LINE
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Partnerships / Collaborations / Resources to help identify and implement action steps

Job Accommodation Network at www.askjan.org
The Job Accommodation Network (JAN) is the leading source of free, expert, and confidential guidance on workplace accommodations and disability employment issues.

DBTAC Southwest ADA Center at www.ADAsouthwest.org
The SWADAC is the Southwest's leading resource on the Americans with Disabilities Act and related disability rights laws. Expert staff are available to provide training and publications and to respond to your inquiries via the toll free hotline. **. (If you call outside of NM, TX, OK, LA, or AR – the 1-800-949-4232 number will direct you to your Regional ADA Center)**

Insurance Educational Association in collaboration with the **Disability Management Employer's Coalition Certified Professional in Disability Management**
http://www.ieatraining.com/cpdm/index.asp

The Family and Medical Leave Act, the Americans with Disabilities Act, and Title VII of the Civil Rights Act of 1964 at http://www.eeoc.gov/policy/docs/fmlaada.html

Federal Contractor 503 Disability Compliance at www.dol.gov/compliance/laws/comp-rehab.htm and **Section 508 accessible websites requirements** at www.section508.gov

9. **Conduct a physical site accessibility audit of our facility.**

WHAT NEEDS TO HAPPEN IN OUR ORGANIZATION?

Action Step <u>Examples</u>
We will create a road map to test for architectural accessibility problems, remediate problems, implement training and create processes to keep compliant and universally accessible. Implement accessibility checklist to assure accessibility of entrances, doors, parking, bathroom, offices, conference rooms, break areas, etc.

We will join **USBLN** (www.usbln.org) to begin benchmarking our company against other companies.

ACTION STEPS	TIME LINE
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Partnerships / Collaborations / Resources to help identify and implement action steps

The United States Access Board at www.access-board.gov
The Access Board is a leading source of information on accessible design. The Board develops and maintains design criteria for the built environment, transit vehicles, telecommunications equipment, and for electronic and information technology.

DBTAC Southwest ADA Center at www.ADAsouthwest.org
The SWADAC is the Southwest's leading resource on the Americans with Disabilities Act and related disability rights laws. As part of the federally funded ADA National Network expert staff are available to provide training and publications and to respond to your inquiries via the toll free hotline**. (If you call outside of NM, TX, OK, LA, or AR – the 1-800-949-4232 number will direct you to your Regional ADA Center)**

JAN's resources on physical accessibility can be found at http://askjan.org/topics/accessi.htm

Department of Justice
2010 ADA Standards for Accessible Design at www.ada.gov/2010ADAstandards_index.htm

ADA Network
ADA Checklist for Readily Achievable Barrier Removal at www.adachecklist.org

10. **Conduct an accessibility audit of corporate communication technologies, including the company's website, and intranet.**

WHAT NEEDS TO HAPPEN IN OUR ORGANIZATION?

Action Step <u>Examples</u>
We will create a road map to test for organization wide software/hardware systems for ADA compliance problems, remediate problems, train web developers and create processes to keep compliant. If we are the federal government, we will assure Section 508 compliance.

We will join **USBLN** (www.usbln.org) to begin benchmarking our company against other companies.

ACTION STEPS	TIME LINE
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Partnerships / Collaborations / Resources to help identify and implement action steps

JAN SNAP Tool and Website Accessibility Webcast at http://askjan.org/bulletins/SNAPTool.htm
The Job Accommodation Network (JAN) is the leading source of free, expert, and confidential guidance on workplace accommodations and disability employment issues. Also, see JANs resources regarding accessibility at http://askjan.org/topics/onlineapps.htm

DBTAC Southwest ADA Center at www.ADAsouthwest.org
The SWADAC is the Southwest's leading resource on the Americans with Disabilities Act and related disability rights laws. As part of the federally funded ADA National Network expert staff are available to provide training and publications and to respond to your inquiries via the toll free hotline. **(If you call outside of NM, TX, OK, LA, or AR – the 1-800-949-4232 number will direct you to your Regional ADA Center)**

GSA's IT Accessibility and Workforce (ITAW) for building accessible websites and IT infrastructure
www.section508.gov
Standards apply to the Federal Government but are the best standards to be used by businesses and local government to build a fully accessible website.

11. **Conduct an accessibility audit of all of our hiring processes including our applicant tracking system.**

WHAT NEEDS TO HAPPEN IN OUR ORGANIZATION?

Action Step Examples
We will ask **JAN** (www.askjan.org) to test our applicant tracking system and suggest accessibility fixes. Testing tool can be found at **JAN SNAP Tool and Website Accessibility Webcast** at http://askjan.org/bulletins/SNAPTool.htm

We will partner with ODEP's (www.dol.gov/odep) **Employer Assistance and Resource Network** (EARN at www.askearn.org) program to assist with guidance on making our processes inclusive.

Ensure all training sites, materials, and communications are accessible.

ACTION STEPS	TIME LINE
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Partnerships / Collaborations / Resources to help identify and implement action steps

The Job Accommodation Network (JAN) at www.askjan.org
The leading source of free, expert, and confidential guidance on workplace accommodations and disability employment issues.

State Vocational Rehabilitation Agency at http://askjan.org/cgi-win/TypeQuery.exe?902
The purpose of the State Vocational Rehabilitation agency (General and Blind State Agency) is to help people with disabilities achieve a suitable employment outcome.

DBTAC Southwest ADA Center at www.ADAsouthwest.org
The SWADAC is the Southwest's leading resource on the Americans with Disabilities Act and related disability rights laws. As part of the federally funded ADA National Network expert staff are available to provide training and publications and to respond to your inquiries via the toll free hotline. **(If you call outside of NM, TX, OK, LA, or AR – the 1-800-949-4232 number will direct you to your Regional ADA Center)**

12. **Become knowledgeable about assistive technologies.**

WHAT NEEDS TO HAPPEN IN OUR ORGANIZATION?

Action Step <u>Examples</u>
We will educate ourselves and our organization about various assistive technologies (AT) to remove employment barriers and enhance employee productivity.

We will take part in one of the **Office of Disability Employment Policy's** (ODEP) assistive technology events at http://www.dol.gov/odep/topics/Technology.htm

We will use our **State AT Project** to try out assistive technologies in our workplace.

ACTION STEPS	TIME LINE
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Partnerships / Collaborations / Resources to help identify and implement action steps

National Assistive Technology Technical Assistance Partnership (NATTAP) at
http://resnaprojects.org/nattap/at/stateprograms.html
> The 56 state and territory programs are funded under the Assistive Technology Act of 1998, as amended. State Assistive Technology Act programs work to improve the provision of assistive technology to individuals with disabilities of all ages through comprehensive statewide programs of technology-related assistance.

State Contact List at http://resnaprojects.org/nattap/scripts/nattapcontacts.pl

JAN Publications on Accessibility and Universal Design at http://askjan.org/topics/univdes.htm
The Job Accommodation Network (JAN) is the leading source of free, expert, and confidential guidance on workplace accommodations and disability employment issues.

13. **Develop collaborations with organizations to build our recruiting pipeline.**

WHAT NEEDS TO HAPPEN IN OUR ORGANIZATION?

Action Step <u>Examples</u>
We will join **Career Opportunities with Students with Disabilities (COSD)** at
www.cosdonline.org.

We will educate ourselves and hiring managers of ODEP's **Workforce Recruitment Program for College Students with Disabilities** (https://wrp.gov/LoginPre.do?method=login), **Emerging Leaders Program** (www.emerging-leaders.com)**, Entry Point** (http://ehrweb01.aaas.org/entrypoint), and other similar programs.

ACTION STEPS	TIME LINE
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Partnerships / Collaborations / Resources to help identify and implement action steps

Disability.gov at www.disability.gov
Federal government website for comprehensive information on disability programs and services in communities nationwide with links to more than 14,000 resources from federal, state and local government agencies; academic institutions; and nonprofit organizations. Employment answers at www.disability.gov/employment.

Bender Consulting Services, Inc. at http://www.benderconsult.com
Bender Consulting Services, Inc. operates across the United States and in Canada. A company that positively impacts worldwide change, resulting in increased competitive employment of people with disabilities.

Disability Related Job Banks
ABILITY Jobs at www.abilityjobs.com, **Disaboom Jobs** at www.disaboomjobs.com, **Hireability** at www.hireability.com and **Sierra Group's One More Way Foundation** at www.onemoreway.org

14. **Develop a recruiting strategy for Wounded Warriors.**

WHAT NEEDS TO HAPPEN IN OUR ORGANIZATION?

Action Step <u>Examples</u>
We will download Lisa Rosser's "**The Value of a Veteran**" to guide our efforts to recruit and retain military veterans (www.thevalueofaveteran.com).

We will train our recruiters and hiring managers on specific topics, such as hiring disabled veterans and translating the military resume.

We will develop and implement marketing tactics for reaching the military including using social media recruiting techniques.

ACTION STEPS	TIME LINE
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Partnerships / Collaborations / Resources to help identify and implement action steps

New Mexico Business Leadership Network to connect with Vet organizations at www.newmexicobln.com Mission: We are business leaders who collaborate with employers to promote and accomplish the business imperative of including people with disabilities in the workforce.

The Value of a Veteran at www.thevalueofaveteran.com
Their mission is to help organizations improve their veteran recruiting and retention.

Wounded Warriors Program at www.woundedwarriorproject.org
WWP raises awareness and enlist the public's aid for the needs of injured service members. They help injured service members aid and assist each other and provide unique, direct programs and services to meet the needs of injured service members.

Veterans' Employment & Training Service at www.dol.gov/vets/aboutvets/contacts/main.htm
VETS provides resources and expertise to assist and prepare veterans and service members to obtain meaningful careers, maximize their employment opportunities, and protect their employment rights.

Job Accommodation Network at http://askjan.org/media/ptsdvets.htmll
The Job Accommodation Network (JAN) is the leading source of free, expert, and confidential guidance on workplace accommodations and disability employment issues.

15. **Collaborate with local, regional, and national programs to assist in meeting recruitment targets and hiring people with disabilities.**

WHAT NEEDS TO HAPPEN IN OUR ORGANIZATION?

Action Step Examples
We will collaborate with ODEP's **EARN** Program (AskEARN.org)

We will build a relationship with **Manpower** (www.manpower.com).

We will build a relationship with organizations such as **Goodwill, Easter Seals, or United Cerebral Palsy**.

ACTION STEPS	TIME LINE
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Partnerships / Collaborations / Resources to help identify and implement action steps

Project Search Model at www.projectsearch.us
The Project SEARCH High School Transition Program is a unique, business led, one year school-to-work program that takes place entirely at the workplace. Total workplace immersion facilitates a seamless combination of classroom instruction, career exploration, and hands-on training through worksite rotations.

State Vocational Rehabilitation Agency at http://askjan.org/cgi-win/TypeQuery.exe?902
The purpose of the State Vocational Rehabilitation agency (General and Blind State Agency) is to help people with disabilities achieve a suitable employment outcome.

Bender Consulting Associates at http://www.benderconsult.com/
Bender Consulting Services, Inc. operates across the United States and in Canada. A company that positively impacts worldwide change, resulting in increased competitive employment of people with disabilities.

Creating a Culture of Inclusion Work Plan

16. **Capitalize on the market segment of people with disabilities by developing products and services for this segment. Ensure our business is accessible and associates understand effective communication with people with disabilities.**

WHAT NEEDS TO HAPPEN IN OUR ORGANIZATION?

Action Step <u>Examples</u>
We will create a road map to test products and services for disability related accessibility problems and remediate those problems. Create processes (including worker training) to assure continual accessibility and quality products and services.

We will develop a voluntary Disability-Related Employee Resource Group to learn ways of enhancing productivity and developing a specialized market niche in this area.

We will target suppliers certified by the US BLN Disability Supplier Diversity Program.

ACTION STEPS	TIME LINE
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Partnerships / Collaborations / Resources to help identify and implement action steps

US Business Leadership Network's Disability Supplier Diversity Program® at
www.usbln.org/programs.html

JAN's Effective Communication Publication at http://AskJAN.org/landingpage/NM_BLN/index.html
and **Disability Etiquette Publications** at http://AskJAN.org/topics/disetiq.htm

The Department of Justice
ADA Update: A Primer For Small Business
www.ada.gov/regs2010/smallbusiness/smallbusprimer2010.htm
Customers with Disabilities Mean Business at www.ada.gov/busstat.htm
Building a Diverse Customer Base at www.ada.gov/civilrights.htm
Accessibility Benefits Older Adult Customers at www.ada.gov/olderaccess.htm
Accessible Information Exchange: Meeting on a Level Playing Field at
www.ada.gov/business/accessiblemtg.htm
Tax Incentives for Business at www.ada.gov/taxincent.htm

New Mexico Business Leadership Network at www.newmexicobln.com
Request Cornell University's Disability and Employment Institute's Disability Employee Resource Group Toolkit, through the New Mexico Business Leadership Network.

17. **Develop and implement a marketing plan inclusive of people with disabilities.**

WHAT NEEDS TO HAPPEN IN OUR ORGANIZATION?

Action Step Examples
We will understand the impact of disability dollars on our business.

We will develop a video and/or advertising materials about our inclusive practices and include people with disabilities within all marketing materials.

ACTION STEPS	TIME LINE
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2.	
3.	

Partnerships / Collaborations / Resources to help identify and implement action steps

DBTAC Southwest ADA Center at www.ADAsouthwest.org
The SWADAC is the Southwest's leading resource on the Americans with Disabilities Act and related disability rights laws. As part of the federally funded ADA National Network expert staff are available to provide training and publications and to respond to your inquiries via the toll free hotline. **(If you call outside of NM, TX, OK, LA, or AR – the 1-800-949-4232 number will direct you to your Regional ADA Center)**

New Mexico Business Leadership Network at www.newmexicobln.com
Mission: We are business leaders who collaborate with employers to promote and accomplish the business imperative of including people with disabilities in the workforce.

Campaign for Disability Employment's "What Can You DO?" at www.whatcanyoudocampaign.org/
The Campaign is a collaborative effort between several disability and business organizations that seek to promote positive employment outcomes for people with disabilities by encouraging employers and others to recognize the value and talent they bring to the workplace, as well as the dividend to be realized by fully including people with disabilities at work.

Creating a Culture of Inclusion Work Plan

18. **Develop a comprehensive internal communication strategy to institute and maintain a Culture of Inclusion.**

WHAT NEEDS TO HAPPEN IN OUR ORGANIZATION?

Action Step Examples
We will develop communication vehicles of our Culture of Inclusion that will be multi-faceted.

We will create a road map to testing all of our communication channels for accessibility problems, remediate problems, train, and create processes to keep compliant with the ADA.

ACTION STEPS	TIME LINE
1.	
2.	
3.	

Partnerships / Collaborations / Resources to help identify and implement action steps

Campaign for Disability Employment's "What Can You DO?" at www.whatcanyoudocampaign.org
The Campaign is a collaborative effort between several disability and business organizations that seek to promote positive employment outcomes for people with disabilities by encouraging employers and others to recognize the value and talent they bring to the workplace, as well as the dividend to be realized by fully including people with disabilities at work.

19. **Join our local Business Leadership Network and the US Business Leadership Network to learn of leading best practices in hiring, advancing, and retaining people with disabilities.**

WHAT NEEDS TO HAPPEN IN OUR ORGANIZATION?

Action Step Examples
We will identify funding for professional development in best practices for employing people with various disabilities.

We will request mentoring from a **USBLN** member in their industry sector.

ACTION STEPS	TIME LINE
1.	
2.	
3.	

Partnerships / Collaborations / Resources to help identify and implement action steps

The USBLN's Leading Practices on Disability Inclusion at
www.usbln.org/leading_practices_on_disability_inclusion.html
The USBLN helps build workplaces, marketplaces, and supply chains where people with disabilities are respected for their talents, while supporting the development and expansion of its BLN affiliates. **United States Business Leadership Network** at www.usbln.org.

New Mexico Business Leadership Network at www.newmexicobln.com.
Mission: We are business leaders who collaborate with employers to promote and accomplish the business imperative of including people with disabilities in the workforce.

20. **Develop accountability mechanisms and continuous improvement strategies for our Culture of Inclusion.**

WHAT NEEDS TO HAPPEN IN OUR ORGANIZATION?

Action Step <u>Examples</u>
We will create evaluation methodology to annually assess and continuously improve our Culture of Inclusion infrastructure.

We will ensure that information technology staff develop all internal information systems to be accessible.

We will continuously benchmark our business against other employment leaders.

ACTION STEPS	TIME LINE
1.	
2.	
3.	

Partnerships / Collaborations / Resources to help identify and implement action steps

New Mexico Business Leadership Network at <u>www.newmexicobln.com</u>.
Mission: We are business leaders who collaborate with employers to promote and accomplish the business imperative of including people with disabilities in the workforce.

Join **USBLN** (<u>www.usbln.org</u>)
Find a mentor company to assist with strategies to identify your champion.
The **United States Business Leadership Network** helps build workplaces, marketplaces, and supply chains where people with disabilities are respected for their talents, while supporting the development and expansion of its BLN affiliates.

Disability Employment
Resources and Technical Assistance

The DBTAC Southwest ADA Center

The Leading Resource On
- ADA & ADA Amendments Act
- Other disability related laws such as IDEA
- Making information technology accessible

Services a wide range of audiences including
- employers
- businesses
- government agencies
- WIA Workforce System
- schools
- people with disabilities

Expert staff are available to provide training, publications and respond to your inquiries.

www.southwestADA.org
1-800-949-4232 (VOICE/TTD)
(If you call outside of NM, TX, OK, LA, or AR – the 800 number will direct you to your Regional ADA Center)

Job Accommodation Network

Leading Resource On
- Guidance on workplace accommodations and disability employment issues
- Providing most comprehensive job accommodation resource available

Services a wide range of audiences including
- employers
- businesses
- government agencies
- WIA Workforce System
- schools
- people with disabilities

Expert Staff are available to help people with disabilities enhance their employability, and to show employers how to capitalize on the value and talent that people with disabilities add to the workplace.

www.jan.wvu.edu
1-800-526-7234 (VOICE)
1-877-781-9403 (TTD)

Creating a Culture of Inclusion Work Plan

NM Business Leadership Network (NMBLN)

Mission: *We are New Mexico business leaders who collaborate with employers to promote and accomplish the business imperative of including people with disabilities in the workforce.* The NMBLN provides the following:

- Customized Disability Inclusion Trainings & Consultation
- ADA/ADAAA Information & Trainings
- Assistive Technologies and Reasonable Accommodations Referrals
- Up-to-date resource links on our website, www.newmexicobln.com
- Tax Incentive Consulting
- Disabled Veteran Relations
- An environment for businesses to network with other pro-active employers
- Introductions and liaison to our many partner Disability Agencies
- Business access to and recruiting from an under-utilized pool of applicants with disabilities
- Recognition of Employer Leadership in Workforce Development and Inclusion Initiatives
- Self-employment training and support for entrepreneurs with disabilities
- Training resources for job seekers with disabilities
- Liaison with statewide HRMA, Economic Development, Dept. of Labor, One Stops, DVR, Veteran Organizations, SILCs, and SBA affiliate programs
- Development and monitoring of print, radio and TV media campaigns to promote the advantages of hiring employees with disabilities
- Collaboration with internationally-renowned disability workforce development research universities Cornell and Rutgers

www.newmexicobln.com
Tessah Latson Garcia, Director
505-379-0572
tessah@newmexicobln.com

United States Business Leadership Network (USBLN)

The US Business Leadership Network® (USBLN®) is the national disability organization that serves as the collective voice of over 60 Business Leadership Network affiliates across North America, representing over 5,000 employers. The USBLN® helps build workplaces, marketplaces, and supply chains where people with disabilities are respected for their talents, while supporting the development and expansion of its BLN affiliates. The USBLN® recognizes and supports best practices in the employment and advancement of people with disabilities; the preparedness for work of youth and students with disabilities; marketing to consumers with disabilities; and contracting with vendors with disabilities through the development and certification of disability-owned businesses.

www.usbln.org
1-800-706-2710

ADA Case Law Database

The ADA Case Law Database is a comprehensive search tool that provides information pertaining to significant rulings under the Employment (Title I), Local and State Government (Title II) and Places of Public Accommodations (Title III) provisions of the Americans with Disabilities Act (ADA). The database is a unique research tool specially designed to search by a variety of variables including but not limited to disability type, discrimination issue, jurisdiction and remedy.

http://www.adacaselaw.org/

Equal Employment Opportunity Commission

The EEOC provides access to Federal employment laws and regulations. The EEOC has publications on the Americans with Disabilities Act which include their policy guidance on various portions of the Act, fact sheets, Q&As, best practices, and other information.

www.eeoc.gov
www.eeoc.gov/laws/types/disability.cfm
1-800-669-6820 (TTD)

US Department of Labor's Office of Disability Employment Policy

ODEP is an extensive and rich source on employment and disability.

www.dol.gov/odep
1-866-487-2365 (VOICE)
1-877-889-5627 (TDD)

Cornell University Employment and Disability Institute (EDI)

EDI conducts research and provides continuing education and technical assistance on many aspects of disability in the workplace. EDI has helped companies, labor organizations, government agencies, schools, and communities throughout the United States and abroad to accommodate and integrate individuals with disabilities.

EDI provides technical assistance, training, and research in the following topic areas:
- ADA, Accommodation & Accessible IT
- Community Inclusion
- Disability Benefits and Work
- Disability Employment Research
- Disability Statistics Research
- Educational Achievement & Transition
- International Disability Research
- Workforce Development

http://www.ilr.cornell.edu/edi/
607-255-7727 (VOICE)   /   607-255-2891 (TDD)