

SHIRLEY RYAN ABILITYLAB
WHAT JOB SEEKERS WITH DISABILITIES AND EMPLOYERS
NEED TO KNOW ABOUT JOB ACCOMMODATIONS

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>> Hi, everyone! We want to remind you that if you're leaving today a little early and want to earn CEUs, check in so you can sign out. We need a record of that. Thank you so much.

>> All right, we're reading into the home stretch here. Thank you all for hanging in here. So we have a fabulous panel for you this afternoon. Best practices and job accommodations. And so let me introduce all of our speakers to you, and then I'm going to let Robin take from there. Robin Jones, maybe you can wave your hand. Robin is an occupational therapist, director of the Great Lakes ADA Center, instructor in the Department of Disability and Human Development in the college of applied health sciences at the University of Illinois at Chicago. And she will be our moderator for this session.

And then we have here, starting...

So right to my right is Kevin Irvine. He is an experienced disability rights advocate and trainer who works at Rush University Medical Center in Chicago and the senior talent acquisition consultant, individuals with disability.

To his right is Tyler... hang on, Tyler, I have to find your sheet here.

So Tyler Rowland is a senior consultant in the performance improvement group of the advisory services practice at Ernst & Young. And he serves as a product owner for a global cruise company. That might be interesting to talk about later.

So Pat...

Around here somewhere. We have too many pieces of paper, that's the problem.

So Pat Maher is a senior strategy relationship development and management and technical implementation executive with extensive experience in start-ups. He is also wonderfully serving on the ROTC advisory board.

Jean, I saw you here a minute ago. Here we go...

So Jean Maglio is a senior vice president Northern Trust. She serves as the manager for employee relations North America. And before employee relations she served as a senior human resources consultant in the corporate and institutional services and operations and technology business units.

And last but definitely not least is Peter Yi. And Peter is a director of short duration fixed income and head of taxable credit research for Northern Trust asset management. He manages the team responsible for registered money markets, mutual funds, offshore global cash funds, short-term investment funds, separately managed institutional client mandates and securities cash investment. His daily responsibilities are to develop and oversee strategies for cash management business and he also manages the taxable credit research teams with fixed income.

I'll let Robin take it away.

>> ROBIN JONES: Great. Thank you. Welcome, everybody. Thank you for sticking with

processes and procedures. And I have two people on my team that are directly responsible. One is more junior than the other. The other one had done this in a previous life at another company. So it's great because she came right in with experience and the process is as simple as making sure that our name is out there so that people know who to go to if they have a medical accommodation need and it's a very interactive process. I'm sure you're surprised at that.

So it's a lot of back-and-forth in terms of they make a request for an accommodation. We have them go seek their medical professional's advice and then the process begins back-and-forth. And we get them so that they're comfortable while at work and able to do the essential functions of the job.

>> ROBIN JONES: A follow-up, the process that you say, the accommodations, is that something that is an online process or something you have a formalized process? We heard a presenter this morning talk about that, different methods and things of that nature. What is yours?

>> JEAN MAGLIO: We have a formalized process. The two individuals have access to them. I rarely go in. It's a case management system. It has all of the communications back and forth. I give some oversight to the consultants to, you know -- back-and-forth, if they need to get someone from legal involved and so on. But by and large we're going to try to do what we can to help the person be successful at work.

>> ROBIN JONES: Great. Tyler, could you tell me what EY might do? Is it different or similar? What is your process?

>> TYLER ROWLAND: Our accommodation offices is comprised of two directors and assistive technology expert, Kevin. They are responsible for all of the medical, ergonomical and technological accommodations we provide. We have a formal process as well, and after that, as you fill out the form and get start and then back-and-forth through conversations. We start with talent consultants, kind of our on the ground HR representatives working with the individual. That goes with the request up to the accommodation office. They perform their due diligence and then we send off for a medical authorization form to receive how the accommodation might affect the impacts of the task for the job. And then at the end it's a hosted conversation with the individual, the accommodations office and then anybody that might need to be informed, such as the engagement manager.

>> ROBIN JONES: Kevin, any differences? You have kind of a different model a little bit at Rush with your position in HR. Just curious as to what your process might be.

>> KEVIN IRVINE: Again, Kevin Irvine and I'm in the HR recruitment team at Rush. I've been at Rush about a year. I'm still learning. Rush is a pretty large organization but my role is to recruit individuals with disabilities for jobs at Rush but also work on disability inclusion issues at Rush. And part of that was kind of -- it segues into the

year. And so part of what I've been trying to do is raise awareness of our group, encourage employees at Rush who have various disabilities to self-identify and get more people involved. From the people who have come to the disabilities employee resource group, one of the issues they wanted to work on was reasonable accommodations. Because we have a process right now that is in flux. We're literally in the process of changing it right now. So I'm not sure what it's going to look like, but it

do it better, how you might be able to do it better. I appreciate the feedback you give. Sounds like everyone is still working on those type of things.

So let's... we've got the application process. We've got the request process in place and stuff of that nature. Kevin, can you share an example of someone that you worked with, either somebody as a potential applicant, since you are involved with the recruitment side of thing but also maybe somebody working there, somebody from your employee resource group or not a part of that but approached you because they're feeling safe where they may not have in the past, having somebody to talk to, about how you work with them on a reasonable accommodation request and process?

>> KEVIN IRVINE: Sure. I think there was -- we had one applicant who was deaf and used American Sign Language and needed sign language interpreter for the job interview, and fortunately we have a pretty robust interpreter services program. We're used to getting interpreters -- not sign language interpreters, but all the different languages for everyone we serve at Rush, so it connects well getting sign language interpreters for accommodations. So in that case the person needed it for the interview but also when they were hired for the new employee welcome orientation and for the training that they had to do for their job. So it was one of those things where we didn't have a lot of experience having sign language interpreters on the job, but for employees, but we already had experience providing it for clients and patients at Rush, so it made it easier. And then they had to work on figuring out when they would need interpreters, when they're doing the job, and figuring out systems so that they could communicate when on the floor, seeing patients, with their supervisors or other you know, coworkers. But, again, I think the hiring manager didn't have experience with providing these kind of accommodations but was willing and open and worked well with the employee in figuring it out. And that p00912 0 61b

>> ROBIN JONES: Great. Thank you.

>> One comment. I think disability in the workplace is huge. You know, just the -- I mean, you should push yourself to want to engage more with your colleagues. I think it creates so much more of a positive environment when you can connect face-to-face. So I encourage anyone that ever kind of asks me about my experience going back to work, it's a big deal if you can force yourself just to kind of come in and, you know, again, make sure you have that visibility and don't be afraid. You know, there are some people that are just way too comfortable just working remotely from home five days a week.

You know, I would say you should challenge yourself to want to come in more often more regularly. When I am in the office I am busy from the second I walk in till the second I leave, because I load those days with as many face-to-

>> ROBIN JONES: Kevin, can you give thoughts on that same

It's efficient to do a form, and okay, go back and see what the doctor had to say and that all matches, but it rarely works that way. I once heard someone on my team contact, third or fourth phone call, we talked and said, okay, if after the second time it isn't right, let's start listening. And sometimes when you do -- I remember one case very specifically, a more senior level role, and right in there the if I sayings said "can't make decisions." And a couple other things. And once I talked to her, I said, well, here is what your doctor said. That sounds like what you do, right?

And she said, oh, yeah, it is. So then she had to go back to her doctor and have another conversation. So sometimes we'll hear something that maybe didn't come up in the conversation with the medical professional in terms of what they can and cannot do.

So like the keynote speaker said this morning, a big part of what we do is listen and then go from there.

>> ROBIN JONES: Very good. Thank you. Can you -- you started with the best practice over here, Kevin, but Pat, from the work you've done and things you've done, have you seen whether PR, or the work -- I know you do a lot of work, because people come to see you guys because you're also training individuals for potential placement in positions and things of that nature at SPR. As a best practice that you have seen or that you think is something that stands out from that?

>> PAT MAHER: You know, Robin, in the earlier breakout here, Dave Rowland spoke of Seyfarth's approach to culture and to being embracing of overall diversity and inclusion or diversity equality inclusion.

I think -- and certainly my experience at SPR and with great companies really, we have had a lot of experience with Northern Trust, for example, years ago we placed many enablement candidates on Northern's help desk before it went global. And I think a consistent theme is that cultures are overtly welcoming of difference, and, again, at a smaller company like SPR, that can happen fairly easily and organically, naturally, at I think larger organizations it requires more consistent process and formality, but the result can be just as impactful. I would say Northern's -- or pardon me -- Northern Trust culture has always been embracing the created BRG very early at and all of their outgoing collateral, very clearly speaks to embracing difference, disabilities specifically. So I think I would suggest that culture is the hardest thing to influence in terms of embracing diversity, and it's one of the most critical things. So that's what I would say.

>> ROBIN JONES: Tyler, any thoughts on best practices that you are familiar with that you would share?

>> TYLER ROWLAND: Yes, to piggyback off Pat's comments, the culture piece, I think -- I don't have statistics to back it up, but people are much more open to disclosing and receiving accommodations from people than entities, and people are at the heart of the culture. Oftentimes we look at the best way... you can change how people work,

>> PAT MAHER: So I think related to both Kevin and Jean and Tyler's point, I have always pressed that reasonable accommodation should be seen as a productivity tool. It's a way of making your organization function more efficiently, more effectively, more productively. And to Kevin's point, if we look at productivity and the organization as a whole and improving the organization, then we'll look at our colleagues who happen to require a specific accommodation under Title I of the ADA as just one more productivity tool. Our software testing practice, our practice director Nancy Castle, when she started embracing digital accessibility reviews auditing and digestible practices for clients, she immediately added accessibility 508 and/or WCAG into the software testing lifecycle. So we offer that out of course for our clients who engage with us in software testing. So I think that's very reasonable and it improves every organization to look at accommodation as simply a productivity tool.

>> ROBIN JONES: Help me remember...

>> You helped me remember what I was going to say. And that is that we are starting training. It's actually already started. It's a three-hour course for managers, not on people with accommodations, but all managers. And it's how to focus and manage the work and nothing else. A lot of accommodations involve work from home schedules and our focus has become -- okay, focus needs to be on the work, not where they're sitting doing the work. So that's a process that we're just starting to roll out to help managers know how to do that.

>> ROBIN JONES: I think we have some good points, all of you do, and a theme here about universal design and things. I had the pleasure yesterday listening to, if you're familiar with Greg Pollack, vice president of HR and accessibility office for PNC bank, which is a huge, huge, obviously, another financial entity. And he talked about how what they found, in looking at what they're doing, because they really embraced it nationally -- internationally, etc., through their efforts, that what they have done for employees has also improved their customer experience. Because what they found is that many of the things their employees were reporting that were problematic and things of that nature were also things when they fixed them or addressed them or paid attention to them made their customer experience better. By simplifying things or adhering to accessibility standards and things of that nature, they got a lot of feedback across the board not just from somebody with a disability but from general public that usability and such as that factor, and it was all attribute odd the work they were doing in accessibility but having a much farther reach. I think that's really powerful bottom line selling scenario. He said that's what resonates with the board and the stockholders and things of that nature, what is bottom line, what is cost effectiveness. It's not a charity thing.

So if you could maybe each of you talk about if you thought about it, what is the number-one lesson that you or your organization has learned through this process of inclusiveness, accommodations and such? Is there a lesson you have learned that you would --

important to us at Ernst & Young and I'm a member of the Americas Accessibility Steering Committee, which is our disability employee resource group, and we made it a priority for everyone on the committee to get business cards in Braille, which is an option our firm offers. And I can't tell you the number of times I have handed someone my business card and their face just lights up. Oh, this is in Braille. I'm like, yeah, you know, accessibility is importance to us at Ernst & Young. It starts a whole new

>> KEVIN IRVINE: So having that video is a way of really, I think, helping to change culture and raise visibility. And I think it makes it easier so that when someone does need to go and ask for an accommodation, it's less exotic. And this is not something we want to think of this is something that happens out there or over there. This is something that happens all around us. So when, Peter, when you went back to work, it's visible and people see that, and I think that one of the ways you change the culture is just do raise the visibility for all of us who are already there, and it makes it easier for people already there and easier for new people coming on board and I think it makes it easier for hiring managers to think about hiring people with disabilities. So I think changing the culture really requires visibility and requires disclosure for those of us in a position to do so. So that's why I'm trying to find anyone at Rush with a disability if they would be willing to have their photo taken. They don't have to do a video but they can have their photo taken and we can feature it on our Internet site or external equipment site.

>> ROBIN JONES: Thank you for sharing your insights and thoughts. I think what we need to keep in mind, we as employers have been accommodating employ years forever. We've been making adjustments even before there were disability context or whatever, but suddenly when we throw a label or something on it, sometimes it changes the dynamic or causes people to think about it differently and feel it differently, because they feel it's a compliance issue all of a sudden, we can get sued and all those things and we need to break down that barrier and look at it any kind of accommodations for all employees makes everybody more productive and I think that's resonated several times here today about productivity being the bottom line and they can do that with the right tools. And as company and culture we want to change that. I think back as approaching the 30th anniversary of the ADA and had the signing of the ADA back in 1990, one of the things that President Bush at the time said, while we can mandate architectural laws and how buildings are built and such, one biggest barrier we have is attitude and that's one thing we can't legislate to do. That has to change by society and all of us in what we do and how we do that. And I think this goes to starting that and you know, 33 years in and hopefully we're a lot farther along than we were then, but we still have work to do. As you move forward and look to celebrate your 30th anniversary in your companies and you're planning events and activities. Don't wait until July 26th 2020 to decide you're going to do something for the 30th anniversary. Please start thinking about it now and planning. It is a year-long time. We're behind because 30th year started on July 27th of 2019. So you're already four months behind, so you better start catching up because it is a year-long thing and we really would like to see a lot of energy in Chicago and beyond in your places around this particular issue.

Before we turn it back over for wrap-up and stuff, I want to see if there are any questions that anybody had for anybody on the panel from the audience. This would be an opportunity if you would like to ask them a question. I'm sure they would be more than willing to respond.

>> AUDIENCE MEMBER: Yes, I think Kevin helped me earlier and I may sound like a broken record to some people here, but when I used to apply for jobs, and I have a disability with an accommodation, now I find the accommodation is not as difficult as my son who has just graduated from a prestigious university, and he has an invisible disability, when he's applying for jobs now online as some of them have the listing with the disability should you wish to disclose or not and some do not. In some jobs decided since they have that he would put it and others he has not. The point is now, the next step is phone interviews, which never occurred at my age. So I'm curious with -- I know Kevin has been --

opinions game in regards to, okay, we had ten applications that came from people with disabilities but I don't know that it was Joe Smith who put "yes" on that application.

>> JEAN MAGLIO: To add to what Robin is saying.

>> ROBIN JONES

>> AUDIENCE MEMBER: Outside of Northern, which sounds like they have a process, but do -- does Rush or does Jean have a process for educating staff about your accommodation process or how to request an accommodation, both your managers and non-management staff? So like an employee who might already be working in the

there's no cookbook for anybody -- oh, come to the today and you read through this and these is the checklist you do. You rely upon the people around you to give you

So thank you.

[Applause]