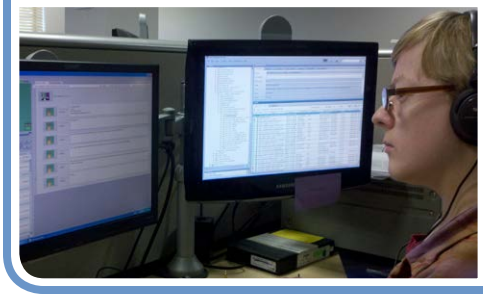
Employing People with Intellectual and Developmental Disabilities

A Report by the Institute for Corporate Productivity (i4cp)



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Walgreens

Fifth Third Bank

Holland & Knight LLP

NATIXIS

svb Silicon Valley Bank

Seyfarth Shaw

i4cp Institute for Corporate Productivity

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Best Buddies

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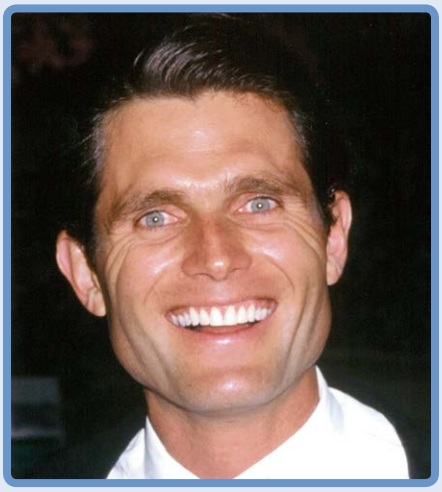
FOREWORD

Anthony Kennedy Shriver



For over 25 years, Best Buddies International has focused its efforts on the inclusion of individuals with intellectual and developmental disabilities (IDD). Tremendous progress has been made in creating opportunities for friendships between people with and without IDD in middle schools, high schools, and colleges. Further expansion has taken place with our Citizens program, and people in communities around the world are experiencing the gifts that come from building meaningful relationships with people with IDD.

Given that 85% of adults (18+) with developmental disabilities do not have a paid job in the community, we must work to engage this group of workers. Today, our Best Buddies Jobs program has expanded to eight cities in the U.S. and is now launching in several cities throughout Latin America, the Caribbean, and Asia. The goal of our employment program is to continue our mission of inclusion in the workplace so that people with IDD can share the same benefits as any worker and experience the joy of being contributing members of our global workforce.

I am grateful to the Institute for Corporate Productivity (i4cp) for launching this important study that examines the practices, outcomes, and beliefs surrounding hiring people with IDD. As you read through the research findings, you will see that the results are encouraging, and highlight a notion that I have experienced my entire life. People with IDD are enormously talented, loyal, hard-working, and driven individuals who have the ability to contribute to the workplace. The message is powerful, and is one that we continually hear from our employer partners. Individuals with IDD are making major contributions every day to businesses small and large. This research study proves that people with intellectual disabilities are changing the landscape of corporate cultures in positive ways, and that these individuals' skills and abilities can't be overlooked any longer.

I challenge corporations worldwide to hire people with intellectual or developmental disabilities. With outstanding resources and proper support, it is an ideal time to invest in this incredible group of people to assist in growing revenue, improving customer relations, and effectively managing your operations. Don't miss out on hiring this skilled, talented pool of workers.

Please join me in supporting the work of Best Buddies Jobs, and to fostering a bright future for people with IDD to secure rewarding jobs, live on their own, become inspirational leaders, and make life-long friends.

With gratitude,
Anthony Kennedy Shriver
Founder and Chairman
Best Buddies International

FOREWORD

Charles Calhoun

As a Global Ambassador for Best Buddies International, I speak to audiences all over the world and tell my story. I used to tell people about my experience getting bullied as a kid and how Best Buddies has helped me to heal from those wounds and is creating a world where other people with disabilities will not have to face that. Now I still talk about bullying, but I also get to share the impact that having a job has had in my life.

> "Having a job means you get the opportunity to go out there and make a name for yourself."

I was placed with Silicon Valley Bank through the Best Buddies Jobs program over a year ago. Having a job means you get the opportunity to go out there and make a name for yourself. I love working in an office. It's new, it's interesting, and I'm proud of myself for having a desk job. Working at a bank makes me more responsible; it makes me realize how important I am.

And having a job has helped make me a better ambassador. The skills I have learned at Silicon Valley Bank have helped to make me confident to be the leader that I am today and to inspire others. There are a lot of people with disabilities who aren't able to get a job, but with Best Buddies, they have the opportunity to gain the same confidence and leadership skills I have. And with that, people like me can change the world.

Charles Calhoun
Global Ambassador for Best Buddies International
and Silicon Valley Bank Employee

EXECUTIVE SUMMARY

Business incentives are as valid as social concerns in hiring people with IDD

People with intellectual and developmental disabilities (IDD) comprise an underutilized population of potential employees proven to be a positive influence on co-workers, customers, the community and a company's bottom line. Through survey data, case studies, and individual success stories, this report demonstrates how workers with IDD provide both talent and productivity.

> "I challenge corporations worldwide to hire people with intellectual or developmental disabilities."
>
> **Anthony Kennedy Shriver**
> Founder and Chairman
> Best Buddies International

Key findings

Survey analysis of organizations that employ people with intellectual and developmental disabilities found:

1) **Companies hire people with IDD for business reasons and are rewarded with business benefits.** Multiple dividends are cited, including the addition of highly motivated employees, demonstrating an inclusive and diverse culture that's attractive to critical talent pools, and improving customer satisfaction.

2) **The profile of a worker with IDD reads like that of an ideal employee.** Descriptors of individuals with intellectual and developmental disabilities include: dependable, engaged, motivated, great attendance, attention to work quality, and high productivity.

3) **Positive reactions from employers abound.** Nearly three-quarters of those surveyed say hiring workers with IDD has been a positive experience, and of those, nearly one-third say the experience has exceeded their expectations.

4) **Challenges are fewer than expected and resources are greater than anticipated.** Employers report minimal difficulty with preconceived challenges, while support resources for a successful placement—like job profile matching and guided onboarding—are readily available.

Analysis of the data also revealed that success related to hiring workers with IDD is reflective of the level of commitment an organization has to diversity and inclusion (D&I). Integrating D&I as part of the overall organizational strategy—as opposed to addressing it as part of a compliance initiative, a general corporate social responsibility strategy, or simply not addressing it at all—is a critical first step—one that also has a positive connection to market performance.

INTRODUCTION

Opportunity abounds for integrating people with IDD into the workforce

People with intellectual and developmental disabilities represent a large, untapped talent segment. Recognizing this is important to organizations for two reasons that surfaced in the Institute for Corporate Productivity's survey of Critical Human Capital Issues 2014:

1) **Talent shortage is among the top 10 critical human capital issues for 2014.**

2) **Improving the productivity of the workforce is the top priority for organizations, cited by 78% of high-performance organizations of 1,000 employees or more.**

The impact that people with disabilities can have on the employment market is just part of the picture—Fifth Quadrant Analytics publishes a daily *Return on Disability Index* on Bloomberg for the U.S. and Canada markets as well as a *Return on Disability Ratings Report*. The growing interest in such measures is indicative of employers' recognition that the employment of individuals with disabilities can be connected to business results.

Statistics can't tell the whole story

At first blush, employment statistics for the population of individuals with disabilities in general appear positive. Data from the U.S. Bureau of Labor Statistics' Current Population Survey (2013) show that unemployment among the age 16+ population with disabilities decreased from 2011 (15%) to 2013 (13%) and the number of individuals employed in that population sector rose from 4.9 million in 2011 to 5.1 million.

But these statistics don't tell the whole story. There is also a large contingent of individuals age 16+ with disabilities who are not in the labor force, and that group increased from 21.7 million in 2011 to 22.8 million during that time.

It's difficult to separate out the numbers of those who specifically have developmental disabilities and are of working age, whether or not they are in the workforce, because most statistics are based on individuals self-identifying their disability.

Employment story has been bleak for people with IDD

The 2014 "National Snapshot of Individuals with Intellectual Disabilities in the Labor

Force," published in the *Journal of Vocational Rehabilitation*, presented a Gallup survey of more than 1,000 parents/guardians of adult children with intellectual disabilities. The findings were dismal: "The results indicate a troublingly low employment rate for adults with ID and a puzzlingly low number who are even in the labor force." What's more, the report concluded that the employment outlook for these individuals was unlikely to change "until new ways are found to meaningfully incorporate this population into the labor force" (Siperstein, 2014).

With an estimated 673,000 U.S. children on the autism spectrum alone, the population of intellectually disabled individuals approaching working age will continue to be a talent source largely untapped by employers (Heasley, 2014).

What counts as employment?

Another aspect to consider is the kind of setting in which people with intellectual and developmental disabilities are employed. Historically, this has been heavily weighted in workshop-type settings that are separated from mainstream workers and permitted to pay less than minimum wage. This talent segment needs to move into fully integrated job settings at fair wages. The Association of People Supporting EmploymentFirst (APSE) defines employment as "working in an integrated job setting in the workforce at competitive wages (at least minimum wage) and benefits, and where employees with disabilities work alongside others who do not have disabilities, and have the same opportunities to participate in job and social activities as other company employees. In addition, employment means being self-employed in entrepreneurial business ventures driven by individual interests and talents."

> **Individuals with IDD are a talent segment that can make a real impact on moving people into the labor force and into competitive jobs.**

Federal involvement

The U.S. government has taken a step toward improving the employment opportunities afforded to individuals with intellectual and developmental disabilities through its Section 503 ruling. The new guidelines, effective in March 2014, call for employers who are federal contractors or sub-contractors to allot 7% of their workforce to individuals with disabilities. Contracts with sheltered workshops don't count toward that goal, except in cases in which workshops are under contract to train employees with the understanding that those trained will be hired at full compensation once they are qualified.

Additionally, support and resources are available for states via the U.S. Department of Labor, Office of Disability Employment Policy, which created the Employment First State Leadership Mentor Program. Washington was appointed as a mentor state, with Iowa, Oregon and Tennessee named protégé states to advance integrated employment as a first option for individuals with significant disabilities.

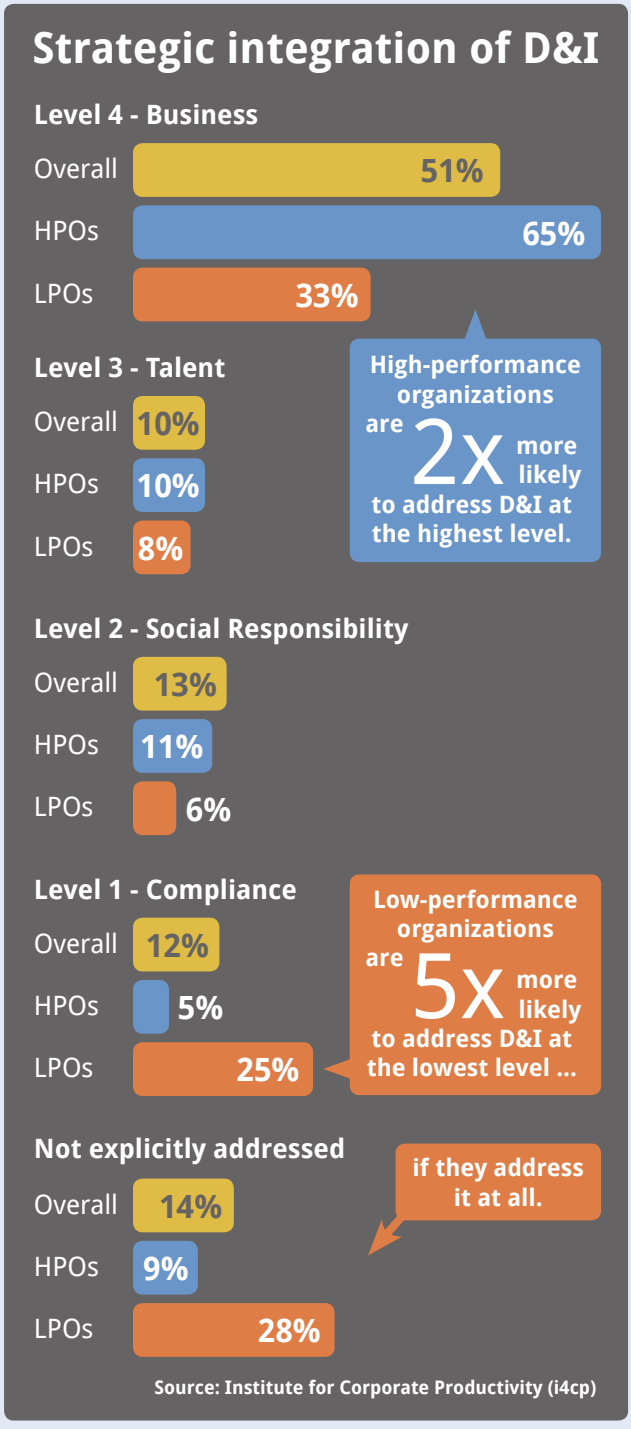
It's more than the right thing to do

Leaders of organizations who have never hired individuals with intellectual and developmental disabilities might assume that they know why other firms have done so. They might also assume to know how those experiences played out. They'd likely be wrong.

From a social perspective, hiring individuals with intellectual and developmental disabilities is the right thing to do. But according to i4cp research, it also makes good business sense. This study found that by hiring people with IDD, organizations have gained dependable, motivated employees who deliver observable business benefits and help their employers create inclusive cultures that attract desirable talent pools. The benefits go beyond providing employment to people with IDD; they impact business goals and culture.

Strategic diversity and inclusion pays dividends

Integrating diversity and inclusion (D&I) as part of an overall organizational strategy is a critical first step. Twice as many high-performance organizations (HPOs) address D&I at the highest level of overall business strategy. Low-performance organizations (LPOs), on the other hand, are five times more likely to address D&I only as a compliance strategy.



This integration has a strong positive correlation to employee engagement (.27**). In fact, more than one-half of organizations (52%) that take this strategic approach to D&I report high/very high engagement levels in at least 81% of their employees. Conversely, when an organization relegates D&I as simply part of its compliance strategy, there is a strong negative correlation with engagement (-.22**). Not surprisingly, nearly half (48%) of these employers report that highly engaged employees account for 60% or less of their respective workforces.

FINDING 1

Companies hire people with IDD for business reasons and are rewarded with business benefits

Organizations may be proud to say that in hiring people with IDD, they are doing the right thing. They may also feel positive about hiring workers with IDD to support their diversity and inclusion strategies, public image and corporate social responsibility strategies. But top companies pursue this path for solid business reasons, and the dividends they realize are solid business benefits.

Supporting the culture of the organization: When the leaders of an organization behave in a manner consistent with the firm's stated values, it reinforces those values. Supporting and modeling the organization's culture is the top reason cited in this study overall for hiring individuals with intellectual and developmental disabilities—and

High-performance organizations are

37%

more likely

to hire people with IDD because they are **good talent matches for open positions.**

Reasons organizations hire people with IDD

it's one that differentiates high-performance organizations (75%) from lower-performing ones (58%).

Finding good talent matches for open positions: This reason for hiring people with IDD is also reflective of high-performance organizations. While 57% of overall respondents cited it, two-thirds (67%) of high-performance organizations (versus 46% of lower-performance firms) point to employing this talent segment as a very real part of their hiring strategy, resulting in matching talent with jobs.

Michelle's Story

Michelle, who has intellectual and developmental disabilities, also uses an electric wheelchair. Her interests include working with children and visiting one particular shopping mall. While Michelle couldn't work in daycare to read to children or pick them up, she was able to visit her favorite mall every week. She knew where the pet store was, JCPenney's, Spencer's, everything.

Easter Seals' assistant VP of workforce development, Carol Salter, went to the mall to look for ideas for a possible job for Michelle. A global coffee retailer had a kiosk there. Salter approached and asked if they would consider bringing on a staff member if it would make the store more money. Employees of the other stores in the mall often couldn't get free to visit the coffee retailer, so why not add a delivery service? The store employees were willing to consider the idea. Salter registered with the state vocational rehabilitation services and had a tray built for Michelle's electric wheelchair, complete with a bolted lock box and cup holders. The pair took several weeks and went to employees in every store, introducing Michelle, saying she was going to work at the coffee retailer and deliver orders. Employees would need to deposit exact change. Salter sewed a coffee store apron to the back of Michelle's wheelchair, and she was ready to go.

Michelle became an employee of the coffee retailer, receiving benefits for part-time work, and expanding her social network. People in the mall knew Michelle by her first name. And the coffee retailer made more money. Patrons started adding more than exact change, so Michelle earned tips as well.

After two months, Salter noticed that between 11 a.m. and 1 p.m. there were few incoming coffee orders because most mall employees were taking lunch. So she thought, why not use Michelle's slow time to deliver lunches from the food court? Michelle also began working for the mall's food court association. Each food court vendor chipped in to pay Michelle to deliver lunches to workers for those two hours each day. A light was installed above each store to alert Michelle when an order was placed for delivery.

This success spurred Salter to go to other malls to broach the concept. "Now we have to find people with motorized wheelchairs to fill the spots."

Fifth Third Bank was crystal clear on its reasons for implementing its first Project SEARCH internship model in 2006. "We considered the center a recruitment vehicle from day one," said Mitch Morgan, leadership development program manager. The philosophy behind launching the program was to bring talent into the organization. The bank has 26 staff members who are alumni of the Project SEARCH internship, and they are all meeting or exceeding expectations. **(See the case study Fifth Third banks on workers with IDD on Pg. 21)**

Dividends realized from hiring workers with IDD can impact the bottom line

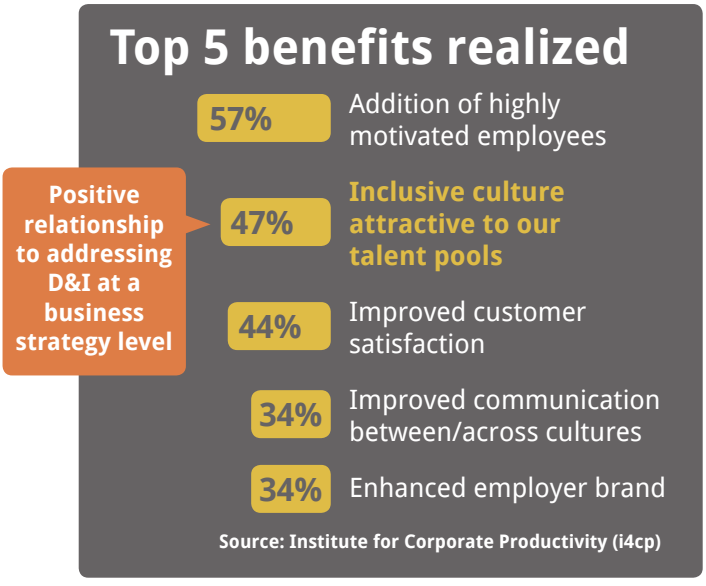
Walgreens, a Fortune 50 company and employer of more than 180,000 workers, has shown that strategic diversity and inclusion (D&I) in general, and employing individuals with IDD in particular, returns benefits to the company on multiple levels. The largest drug retailing chain in the U.S., Walgreens has found that employing individuals with IDD has contributed to higher productivity in its distribution centers, lower absenteeism, higher retention rates, and increased customer loyalty, among other benefits.

Steve Pemberton, divisional vice-president and chief diversity officer said, "Because of our investing efforts in employing individuals with IDD at the retail locations, customers often tell us that Walgreens has become their pharmacy of choice." **(See the case study Walgreens builds a sustainable model for employing people with IDD on Pg. 23)**

The addition of workers with IDD to an organization's talent pool has a broad and positive three-pronged impact: it affects the workforce, the customer base and the community. These,

> **Organizations with strategic D&I seek a diverse and inclusive workforce that reflects its customer base and the community at large.**

in turn, can translate into a better bottom line. The positive impact on the workforce is brought about in two ways: hiring individuals with IDD adds highly motivated people to the workforce (which can lead to increased productivity) and it promotes an inclusive culture that appeals to the talent pool organizations want to attract. The improved customer satisfaction realized can lead to better sales and customer retention. The enhanced employer brand can translate to a better image in the community.



The State of Wisconsin declared 2014 the "Year of a Better Bottom Line" to raise awareness of the value and contributions of individuals with disabilities, including veterans and students, in the workplace. Walgreens' diversity in hiring initiative was mentioned in the governor's state of the state address, as was Project SEARCH, which was cited as a key resource strategy for getting people with IDD into the workforce. February was declared "Better Together Month" in Wisconsin in honor of the contributions people with disabilities make to Wisconsin's businesses and communities.

FINDING 2

The profile of an employee with IDD reads like that of an ideal employee

Picture the following job posting:

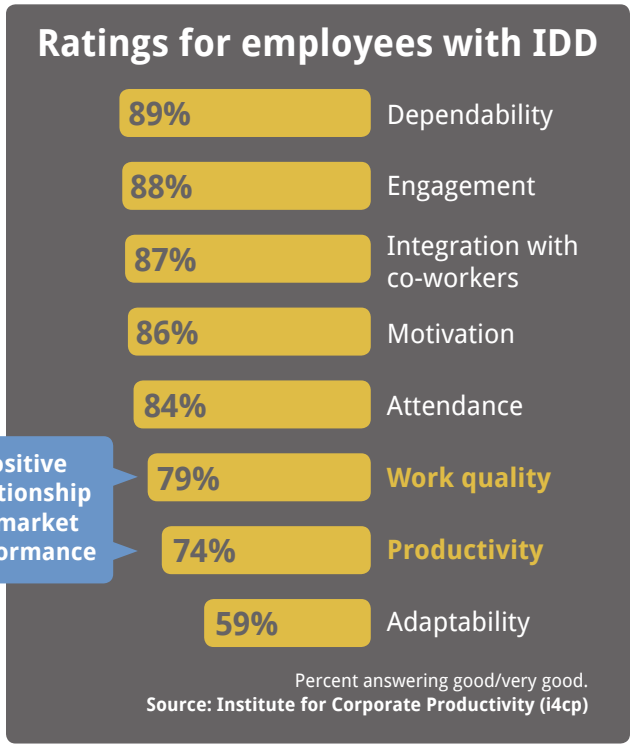
> *Seeking employees who are dependable, engaged in their work, and motivated—employees with great attendance records, strong attention to work quality and high productivity.*

This is the profile of an individual with intellectual and developmental disabilities. In fact, around three-quarters or more of those surveyed rated employees with IDD strongly on such factors.

These work traits carry a positive impact that goes beyond that of the employee with IDD. It also has an effect on co-workers and managers. Co-workers are more productive when surrounded by dependable, motivated workers; job satisfaction declines when surrounded with no-shows, late arrivals, and disinterested colleagues. Managers can spend more time on producing business results when they don't have to confront workplace issues

¾ or more

of employers rate workers with IDD as **good to very good** on most performance factors.



Barbara's Story

HOLLAND & KNIGHT LLP

Barbara Torres was one of the first hires made of individuals with intellectual and developmental disabilities through the Best Buddies International® Jobs program at Holland & Knight. That was 19 years ago, and she's still there today. Partner Robert Friedman says there's a three-person staff in the hospitality area; Barbara plays a key role there, preparing lunches for meetings, stocking the service kitchen on each floor, and stocking the main kitchen. "There's a significant amount of work and a consistent flow of duties with little down-time. Barbara knows what she's doing, and she's doing a great job," said Friedman.

In the beginning, the idea was not so completely accepted by everyone; there were still some misconceptions about individuals with intellectual and developmental disabilities. Friedman recalls that a supervisor didn't want Barbara serving lunch to a meeting of senior management in the conference room and sometimes heard about others taking advantage of Barbara's friendly, good-natured manner, necessitating a reminder that mocking a person's disability is offensive.

"Barbara has a talent for remembering names. In Holland & Knight's Miami office, there are about 100 attorneys and 100 staff members, and she's knows them all," said Friedman. Barbara works about 18 hours per week, Tuesday through Friday. When a new task is assigned, a Best Buddies job coach is available to help, but Friedman says Barbara doesn't need major coaching. Here's how Friedman sums up how Barbara favorably compares: "She's outlasted a number of supervisors and co-workers in the hospitality positions."

(See the Holland & Knight case study on Pg. 22)

such as disengaged employees or performance problems.

Law firm Holland & Knight has realized multiple benefits from integrating individuals with intellectual and developmental disabilities into its workforce, according to partner Robert Friedman. "They are doing a great job and fulfilling a need in our organization."

FINDING 3

Workers with IDD meet or exceed expectations

Nearly three-quarters of survey respondents said that employing individuals with IDD has been a positive experience or even one that exceeded their expectations. How many HR initiatives have been rolled out that can lay claim to such praise? In fact, among high-performance organizations, fully one-third said the experience exceeded expectations.

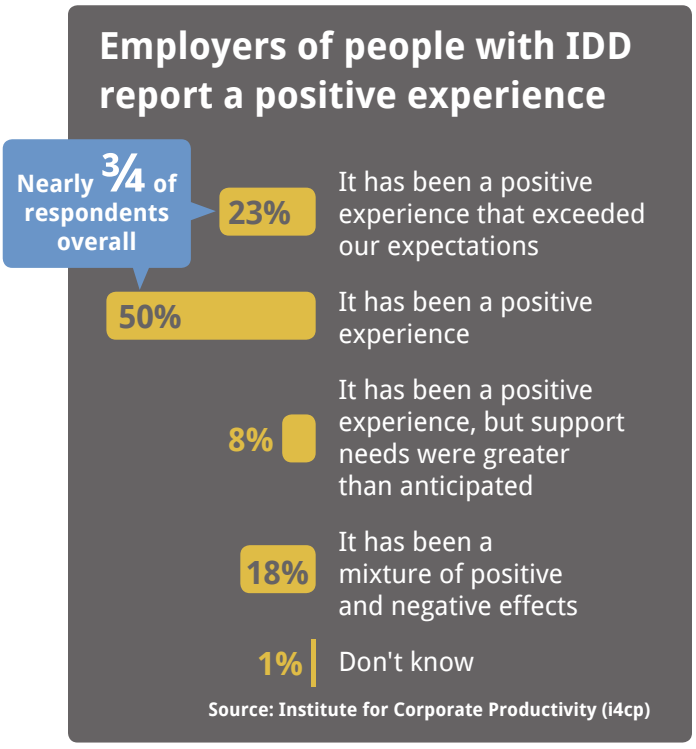
Only one in four respondents indicated that their organizations found support needs to be greater than anticipated or had a mix of positive and negative effects. We examine some of the challenges (and perceived challenges) organizations might face and present recommendations to circumvent them later in this report.

The expectations of employees of Fifth Third Bank were surpassed when Collin Biddle began work there. There was understandable trepidation at first on the part of both Collin and his managers, but in quick time, his level of productivity impressed his colleagues and made a positive statement about the value of hiring people with IDD. This young man's special abilities exemplify the kind of attention to detail and focus that many workers with intellectual and developmental disabilities can bring to the workforce. **(See Collin's Story on Pg. 14)**

Among high-performance organizations

fully 1/3

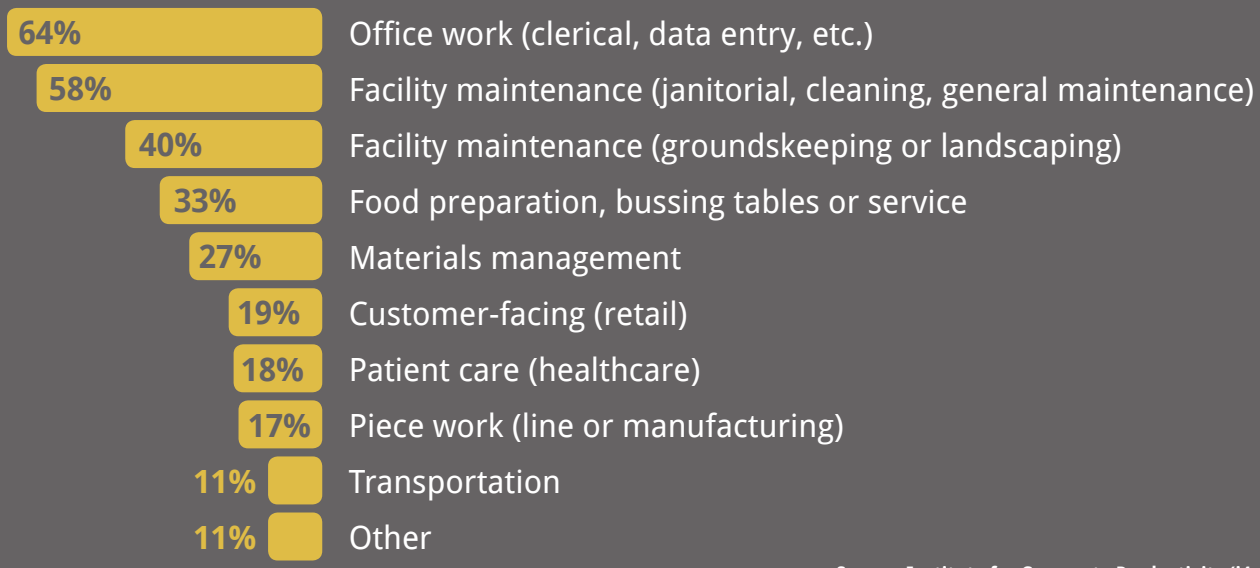
said the experience of hiring workers with IDD **exceeded expectations.**



Employees with IDD thrive in many capacities

Appropriate positions for individuals with intellectual and developmental disabilities cover a broader spectrum of jobs than most people expect. The i4cp survey asked about 15 types of specific occupations as well as "other." Office and maintenance work top the list of jobs held by workers with IDD. The fact that "other" made the top 10 list with 11% of respondents selecting it shows that companies are going beyond standard thinking about how workers with IDD can contribute to organizational productivity. In

Top 10 employment categories among workers with IDD



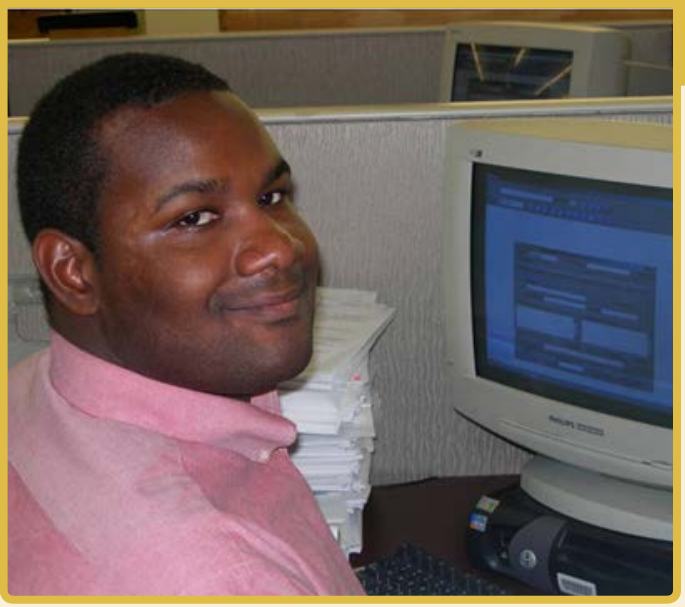
Source: Institute for Corporate Productivity (i4cp)

fact, the "other" category is connected with more strategic D&I programs, which may indicate that more mature organizations are thinking creatively to discover roles for workers with IDD or using job coaches to help carve out pieces of jobs that call for the talents of individuals with intellectual and developmental disabilities.

Success in introducing a diversity and inclusion program that includes workers with IDD is maximized when organizations take the time to match workers to the right positions and to learn about the resources available to them.

Understanding the interests and abilities of a person with IDD and marrying that with potential job opportunities is the kind of support that resource organizations can give. Easter Seals' Assistant VP of workforce development Carol Salter says, "I want to find each person's passion and develop a way to turn that into a positive impact on an employer's bottom line." Salter often uses job customization to removing certain tasks from highly paid workers in order to shift that task to an individual with IDD who is hired at a competitive wage. This allows the highly-paid workers to concentrate on what they're trained to do, and the employee with IDD is competitively employed in an inclusive work environment. **(See Michelle's Story on Pg. 8, Job customization on Pg. 15, and the case study Easter Seals puts focus on helping employers increase their bottom line on the i4cp website)**

Collin's Story



It was day one of Fifth Third's pilot program at its Cincinnati operations center. Before rolling out the full Project SEARCH model for introducing individuals with developmental disabilities to the workplace, the bank brought in a handful of individuals to pilot the rotational program.

Among the group was a young man, Collin Biddle, who was placed in the central file room, an imposing mass of file cabinets in an area as big as two football fields. The bank was changing the way it handled mortgage loans and had acquired new computer software. Unfortunately, this meant that hundreds of thousands of account numbers had to be manually entered into the system.

The manager provided Collin about three weeks' worth of data entry work. Two days later, Collin approached his manager and announced that he was finished. The manager thought this couldn't be possible, and his disbelief caused Collin to become irritated. Even so, the manager gave him another three weeks of work.

Collin resumed his inputting task. At one point, he stopped and approached the manager again. "I've already entered this account number," he said. Once more, the manager was doubtful, but research found that, indeed, the account number had previously been entered, and this discovery, in fact, exposed a glitch in the system.

Collin's special abilities exemplify the kind of attention to detail and focus that many workers with intellectual and developmental disabilities can bring to the workforce. And, yes, Collin is still employed at Fifth Third. His employer considers the acquisition of his talent a significant win.

(See the Fifth Third Bank case study on Pg. 21)

Job customization

(combining elements of various jobs to create one)

Some 15 years ago in Seattle, a man with intellectual and developmental disabilities worked in a sheltered workshop making 54 cents/hour. We'll call him John.

Carol Salter of Easter Seals' workforce development knew John had skills and the potential to be competitively employed. In her first meeting to find out his interests, she learned John wanted to build truck engines. While Salter knew he wouldn't pass the ASE certification, she made an appointment to visit a company that built truck engines, hoping that as she watched what employees did, it might spark an idea.

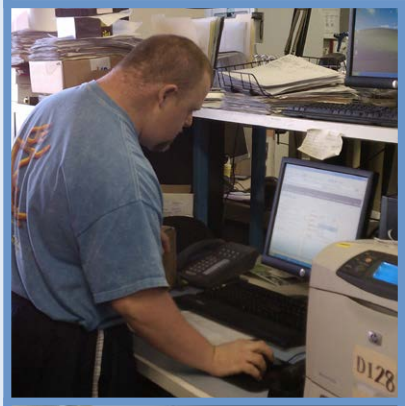
She saw $30/hour employees hauling in boxes of equipment and oil, cleaning spills and breaking down boxes. Salter approached the firm to explain how it could hire an $11/hour employee to bring in those boxes, stock shelves, clean up spills, break down boxes and take them to recycle, thus allowing $30/hour employees to do $30/hour work.

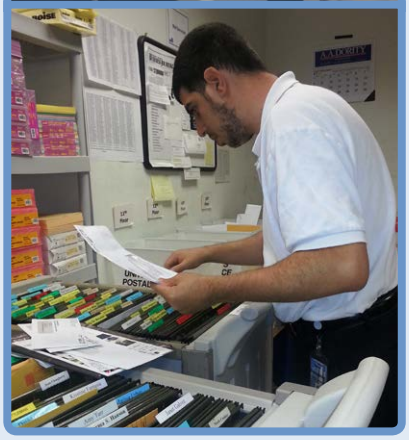
John was hired, and the productivity of the entire staff was increased. Not only was John excited to work around truck engines, other employees were excited that his presence allowed them to concentrate on what they were trained to do. A job coach accompanied John for the first two weeks and checked in with him periodically the third week. The introduction served to demonstrate that a person with an intellectual or developmental disability can be treated much the same as any other employee.

In another example, Salter visited an aircraft manufacturing plant in Seattle. She noted an assembly line function, where one person had to cut cables, bundle wires, cut sleeves of different sizes, lengths and colors, and deliver them to the next work station. She thought of an individual diagnosed with obsessive compulsive disorder who loved repetitive work and being precise.

Salter worked with the manufacturer to take pieces of those various tasks, to set up jigs and to have this individual cut and deliver the materials. She has since placed six other people with that employer.

Best Buddies' Jobs program provides competitive employment for people with IDD by matching employees' capabilities with employers' needs.





FINDING 4

Challenges are less than expected and resources are greater than anticipated

The survey results show that the actual challenges organizations faced in hiring individuals with intellectual and developmental disabilities are far less than the cautionary view of perceived concerns. What's more, there are many resources available to employers, some underused or untapped, that can address common concerns. Only 8% of respondents said their support needs for hiring workers with IDD were greater than they had anticipated. Another 18% experienced a mixture of positive and not-so-positive results.

The concerns that respondents indicated might arise in hiring considerations for those with IDD consistently outweighed the challenges organizations actually face in supporting IDD hires.

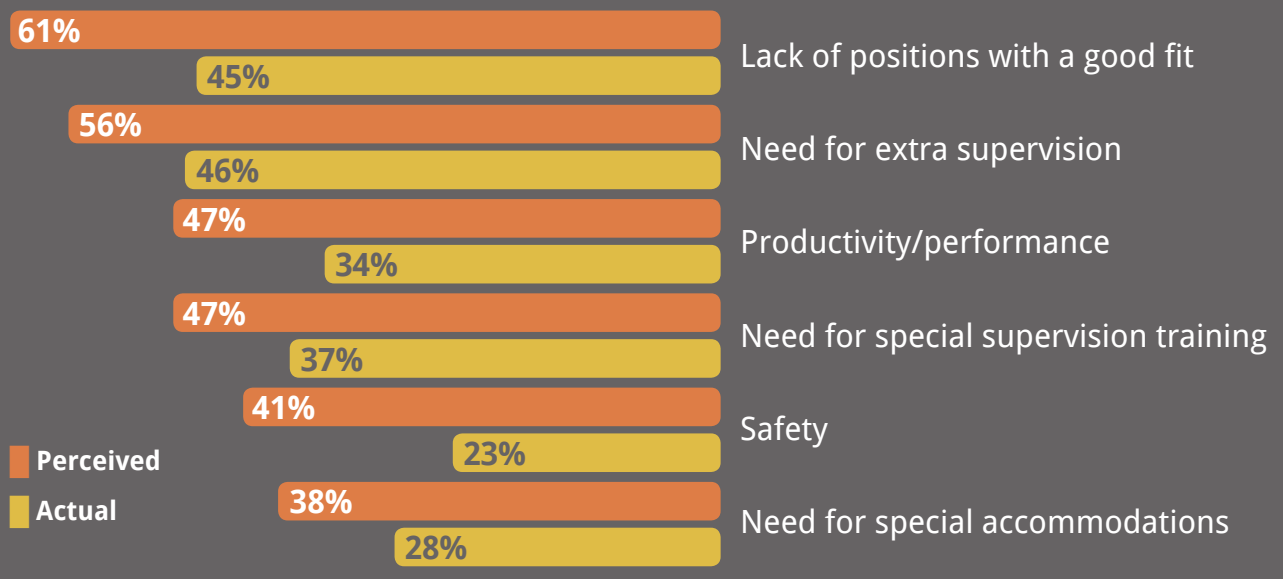
Preconceived concerns about hiring workers with IDD averaged

42% higher

than **challenges actually experienced** employing them.*

*Based on all 14 factors listed in the survey.

Perceived concerns vs. actual challenges in hiring workers with IDD



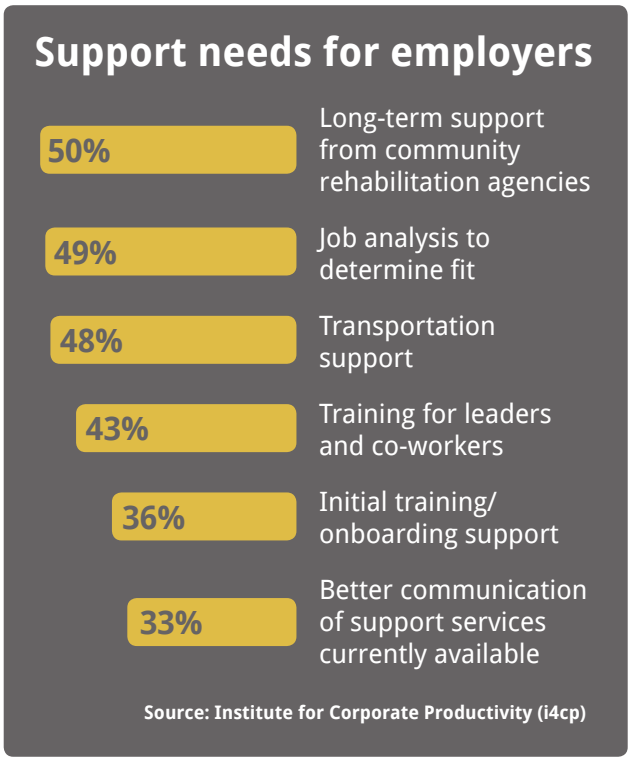
Showing top six concerns. **Source: Institute for Corporate Productivity (i4cp)**

Holland & Knight can attest to that. The Miami-based law firm brought in its first hire of an individual with intellectual and development disabilities via Best Buddies International® nearly 20 years ago. Partner Robert Friedman's assurance to employers who are considering following suit is, "It's a lot easier than you think it's going to be." The success of the Miami's office experience led to other IDD hires in the firm's Boston, Los Angeles, Fort Lauderdale and Jacksonville offices, too. **(See the case study Verdict is in—Holland & Knight law firm has success with employing people with IDD on Pg. 22)**

Organizations summarize the kind of support they need

Respondents indicated the types of support they believed would help their organizations hire individuals with intellectual and developmental disabilities (see graphic to the right for top responses from survey participants).

An example of agency support in action is in Silicon Valley Bank's collaboration with Best Buddies for training supervisors and co-workers about how to prepare for working with individuals with intellectual and developmental disabilities, says Matt Capaci, manager of staffing. Prior to the hire date, the agency frankly addresses what to expect and holds roundtable discussions about real-life situations. During the first week or so, a Best Buddies representative accompanies the worker with IDD on the job. "We meet with a Best Buddies facilitator monthly to discuss what works, to ensure our employee is not overwhelmed and to identify other opportunities," said Capaci. "Silicon Valley Bank is compassionate, but it's still a business.



The benefit must be to SVB and the worker." **(See the case study Silicon Valley Bank provides competitive employment for workers with IDD on Pg. 26 and the i4cp website)**

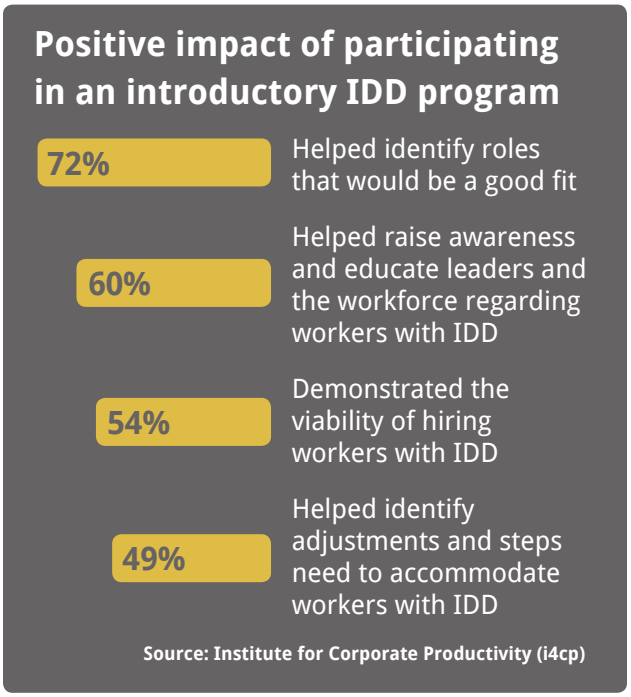
The Appendix B: Resource List at the end of this report provides several suggestions for employer support. One source of this kind of support is ManpowerGroup's Access2Ability program. Felicia Nurmsen, National Access2Ability Leader, says the program's goal is to prepare work-ready candidates who are able to work in a competitive environment without a lot of support in place. Access2Ability provides employers with such assistance as assessing candidates' skills and qualifications, understanding the client's workplace, identifying and making accommodations where needed and ensuring the candidate can get to work every day. It also provides an orientation process. "We can

help individuals get predictable performance in place and help employers be legally and ethically compliant," said Nurmsen. **(See the case study ManpowerGroup's Access2Ability changing the landscape for workers with disabilities on the i4cp website)**

Introductory programs produce a positive impact

Some organizations have participated in programs designed to introduce workers with intellectual and developmental disabilities to the workplace, experiencing positive impact on a variety of levels. Overall, 59% of survey respondents said they have participated in programs such as on-location work trials, job shadowing, internships or long-term work exchanges.

Positive results were reported by about half or more of respondents who had participated in introductory IDD programs, with only 8% of respondents saying the program did not have a discernible impact.



The combination of experiences, including introductory programs, and resources such as those included in **Appendix B: Resource List** can help move more employers from unsure to sure; from ambivalent to engaged; from stoic to energized when it comes to providing employment opportunities to people with IDD.

Conclusion and recommendations

This study reveals that increasing opportunities for competitive employment for people with intellectual and developmental disabilities (IDD) has clear business benefits. The key findings cover the reasons organizations hire people with IDD, the reactions to such hiring, and the resources available to make it possible for employers to integrate this talent segment into their workforces.

The wisdom of inclusion for people with IDD has already demonstrated itself in the education sector. The *2006 National Longitudinal Transition Study* of 11,000 students with disabilities found a positive correlation between the length of time spent in an integrated classroom with better post-high-school employment outcomes in addition to higher reading and math scores (National Center on Inclusive Education, 2011).

Individuals with IDD who have experienced inclusion in the classroom can be a natural fit for employers with an inclusive work environment and culture. Employers in some countries may also have access to a variety of **tax benefits** for hiring people with IDD, but this study has found that the payoff to employers goes beyond such incentives.

More importantly, the dividends realized in hiring workers with IDD extend far beyond the success stories shared—it's a strategy to be pursued for the good of people with IDD, the good of the business, and the good of society as a whole.

Getting started

- **Adopt diversity and inclusion (D&I) as an organizational strategy** and articulate D&I

RECOMMENDATIONS:

EDUCATE

Learn about and take advantage of the many resources available to employers who hire people with IDD. Arm yourself with knowledge from specialists who can help you identify appropriate jobs, assess candidates, and train supervisors and co-workers.

INTEGRATE

Integrate workers with IDD into your corporate family. Treat them as you do all employees, with performance expectations, feedback, and rewards. Inclusion is a major engagement factor and a culture trait that's appealing to top talent and customers alike. People with IDD can be more than just dependable and productive employees, they can be ambasodors for your inclusive culture.

EMULATE

Share your success stories internally and externally so they can be repliccated—and if you're not sure how to get started, look to success stories shared by others. i4cp research on critical issues among large employers show two key areas that require improvement: internal communications and managing the employer brand. Both of these critical factors are enhanced by involving your workforce, customers, and community in making IDD employment a positive experience.

strategies within talent acquisition and talent development initiatives. This recognizes D&I as a critical component of how the organization will accomplish its objectives and aligns D&I goals with pre- and post-hire talent practices.

- **Engage and involve leaders, managers and workers who will advocate for individuals with IDD by creating a cross-functional task force** that brings together HR, customer service, legal and other key functions. Invite employees who are personally passionate about providing employment opportunities to individuals with IDD to participate in a task force and ensure top-down participation in creating IDD-friendly policies and practices.
- **Become better informed.** Research the resources that are available and connect with local providers or regional chapters of national providers to learn about services available. Develop a menu of resources that can help jumpstart this employment initiative and set expectations for the firm and its employees.
- **Open the door to job customization and other creative solutions** that can have an impact on productivity and the bottom line by identifying relevant job opportunities. Invite a professional job coach to observe work processes and interview employees to learn about jobs, tasks and the work environment.
- **Leverage learning to fully integrate employees with IDD and address challenges.** Provide supervisors with training on how to integrate workers with IDD into the fold, with orientation, work instructions, performance and behavior guidelines, and recognition and rewards, just like all employees.
- **Promote a culture of inclusion that attracts diverse talent and creates a positive image in the community.** Encourage inclusive behavior throughout the firm, truly integrating workers with IDD into the workforce—treat workers with IDD as employees first, not as disabled employees.
- **Celebrate successes.** Share IDD employment success stories widely, within the firm, the industry and the community.

Given the increasing emphasis on workforce productivity and the growing talent shortages in key areas, organizations must not overlook the segment of talent with IDD as they build their workforce planning strategies. It is clear that addressing diversity and inclusion at the highest strategic level of the organization has a positive connection to market performance and is a critical first step.

STRATEGY IN ACTION

FIFTH THIRD BANK

Fifth Third banks on workers with IDD

Mitch Morgan
Leadership Development Program Manager
Fifth Third Bank

Fifth Third Bank's George A. Schaefer, Jr. Operations Center is a hub of activity, with 3,000 employees handling all of the back office work for Fifth Third's 17 affiliates in 1,300 U.S. locations. Among the employees at the operations center are 26 individuals with IDD, all of whom started at Fifth Third through training internships modeled on Project SEARCH.

Project SEARCH assists young adults with developmental disabilities in finding meaningful employment. Fifth Third Bank implemented its first Project SEARCH model in 2006, and considered it a recruitment vehicle from day one. Mitch Morgan, leadership development program manager, said the over-arching philosophy was to bring diverse talent into the organization, a goal that has been met.

Project SEARCH interns fit in well at the operations center, which handles everything from loan and credit card processing to customer service, mail operations, and commercial operations for various divisions. "We've shown that IDD workers can do complex work," says Morgan. **(See Collin's Story on Pg. 14)**

Morgan points out that in nine years, the bank has not created special jobs for applicants who have received job training through Project SEARCH. "They apply for, interview, and go through the hiring process just like anyone else. Managers specifically see the benefits of the program in these candidates. They are prepared for the world of work, for orientation, for performance management," Morgan says. **(See a behind the scenes video produced by the Ohio Rehabilitation Services Commission)**

And, Morgan says, Project SEARCH has truly changed the culture of the bank. "We've seen the culture and engagement levels of employees grow, but we have an ongoing challenge to reach 21,000 employees." His recommendation to employers who have not yet participated in employing people with IDD is education and awareness: "Learn how to communicate with employees. Find stories of success and put them on billboards, in newsletters, in emails. Spread the word."

> "They are prepared for the world of work, for orientation, for performance management."

Read the full case study at i4cp.com

STRATEGY IN ACTION

Robert Friedman
Partner
Holland & Knight

HOLLAND & KNIGHT LLP

The verdict is in—the law firm of Holland & Knight has success employing people with IDD

One need only look at Holland & Knight's 20-year history of working with Best Buddies International® to understand its commitment to bringing employment opportunities to people with IDD. In fact, one of the first placements for the Best Buddies jobs program, Barbara, is still working at Holland & Knight after nearly two decades. **(See Barbara's Story on Pg. 11)**

Holland & Knight's Miami office pioneered the firm's involvement in hiring people with IDD. In 1994, two employees began work at the law firm, supported by the Best Buddies program.

"Barbara started working here when she was 26-years-old, and she's celebrating her 45th birthday this year," said Friedman. "She works in hospitality and has been a fantastic employee."

In the early days, the Best Buddies Jobs program was operating only in Miami, Boston and Los Angeles. In the past two years, the employment program expanded beyond those first three cities.

Holland & Knight has experienced multiple benefits from integrating individuals with intellectual and developmental disabilities into its workforce, says Friedman. "Barbara rarely misses a day for illness or appointments. She wants to come to work." Friedman attests that Holland and Knight's employees with IDD are "doing a great job and are fulfilling a need in our organization."

Friedman also noted that employer adjustments and accommodations were not found to be problematic. His advice for organizations wading into offering employment opportunities for individuals with intellectual and developmental disabilities for the first time: "It's a lot easier than you think it's going to be."

> **"It's a lot easier than you think it's going to be."**

Read the full case study at i4cp.com

STRATEGY IN ACTION

Walgreens
AT THE CORNER OF HAPPY & HEALTHY®

Walgreens builds a sustainable model for employing people with IDD

Steve Pemberton
Divisional Vice-President and Chief Diversity Officer
Walgreens

Walgreens is a global model for integrating people with disabilities into the workforce, one that began with a straightforward idea. Randy Lewis, a former Walgreens vice-president who headed up the company's distribution centers, led the journey toward inclusion. Lewis is the father of an autistic son and was on the board of Best Buddies International. He believed it was possible to make people with disabilities an integral part of the workforce and took his vision to the board of trustees. They signed on, and it was full steam ahead. The idea became ingrained as part of the Walgreens culture, says Steve Pemberton, Divisional Vice-President and Chief Diversity Officer at Walgreens. "He just thought that 'talent' and 'disability' could exist in the same sentence."

Successful growth of the concept

The overarching vision was the belief that it would be sustainable to provide the same standards, same work, same pay, and same performance measures to individuals with a variety of disabilities. That belief more than justified itself, with astounding results:

- In the Windsor, Connecticut distribution center, 46% of the workforce is individuals with disabilities, including IDD.
- In the Anderson, South Carolina distribution center, 38% of the workforce is comprised of individuals with disabilities, including IDD.

Walgreens expanded the concept to its retail division. The model was first piloted in Dallas/Fort Worth in 2010 and then spread to Houston, New York and nationally. Pemberton says, "We've had over 700 trainees with disabilities complete our program, with more than 20% successfully trained and placed in stores in half of our markets."

> **"Look at the hiring of individuals with IDD not through the lens of a charitable activity but a strategy that is integral to business."**

Read the full case study at i4cp.com

STRATEGY IN ACTION

John Hailer
CEO
Natixix Global Asset Management in the Americas and Asia

NATIXIS
GLOBAL ASSET MANAGEMENT

Natixis finds talent that supports culture and community

Natixis Global Asset Management–based in Paris and Boston–ranks among the world's largest asset managers, bringing together the expertise of multiple specialized investment managers based in Europe, the United States and Asia.

John Hailer, CEO of Natixis Global Asset Management in the Americas and Asia, says the organization's commitment to hiring employees with intellectual and developmental disabilities (IDD) is in line with the firm's belief that developing a first-rate workforce is important to both businesses and the community.

"Supporting organizations such as Best Buddies can provide opportunities to people who need nothing more than a little help and an opportunity to succeed," Hailer says. "What's good for the soul is good for your company as well."

For the past five years, Natixis has sponsored a team and participated in the annual Best Buddies Challenge. Taking part in Best Buddies' employment program beginning in 2011 was a seamless expansion of that relationship and aligns with the firm's corporate culture.

"Businesses need good workers, and communities need to enable people to maximize their potential," says Hailer. "People with IDD are a tremendous resource. We've found people who are phenomenally responsible and motivated. Our advice would be to partner with an experienced firm that can guide you through the hiring and integration process."

Employees with IDD work in the firm's Boston and San Francisco offices, providing office services that include maintaining paper trays in printers and ensuring that conference rooms, kitchens, and other common areas are clean, stocked, and organized. Initially, budgets and skills were something the company was unsure about, but those concerns were quickly overcome by partnering with Best Buddies to clearly define appropriate roles and to find suitable employees.

Hailer says, "hiring employees with IDD is a morale booster for all employees because it makes them proud of where they work. IDD employees are part of the team, and the company culture is better for it."

> **"What's good for the soul is good for your company as well."**

SEYFARTH SHAW

Seyfarth Shaw values integrated, person-centered employment

Lisa Damon
Executive Committee Member
Seyfarth Shaw LLP

The belief that diversity of people, perspectives, and experiences can create opportunity for innovative solutions and greater contributions from everyone, made the partnership between the law firm of Seyfarth Shaw LLP and Best Buddies a natural.

Seyfarth Shaw's more than 800 attorneys provide a broad range of legal services, with offices in most major U.S. cities and international offices in London, Shanghai, Sydney, and Melbourne.

Through their Best Buddies Jobs program, which offers a "person-centered approach" to integrating those with intellectual disabilities into the community through supported employment opportunities, Seyfarth has hired five individuals with IDD across multiple offices.

Lisa Damon, Executive Committee Member in Seyfarth's Boston office, championed the firm's hiring of employees with IDD to work in office services roles in 2001. Damon says that as with any new program, there were a variety of unknowns, but the firm embraced them. For example, it was difficult to estimate how much time might need to be dedicated to managing the employees to ensure their success, but this wasn't viewed as a barrier to such an important initiative.

"We've had a tremendous experience with our Buddies and it's been an inspiration to all of us at Seyfarth. Our Buddies are all highly visible and active members of our local offices, which has been critical to their individual development and success. In the same way, they have become an integral part of our team and the firm's day-to-day business operations." And Damon says, it's brought out the best in their entire workforce and fosters a greater sense of community.

Damon says that regardless of company size or stature, many organizations and resources such as Best Buddies are available to assist in developing difference-making hiring programs. "There are many more people with disabilities waiting to be hired, so let's work together to make employment opportunities available to people with intellectual and developmental disabilities."

> **"They have become an integral part of our team and the firm's day-to-day business operations."**

STRATEGY IN ACTION

Chris Edmonds-Waters
Head of Human Resources
Silicon Valley Bank

Matt Capaci
Staffing Manager
Silicon Valley Bank

Silicon Valley Bank provides competitive employment

Silicon Valley Bank's (SVB) success in integrating individuals with intellectual and developmental disabilities into their workforce is owed to matching the right talent with the right role. Chris Edmonds-Waters, Head of HR at SVB credits Best Buddies International for facilitating that process.

SVB's early involvement with Best Buddies 10 years ago centered on fundraising, then expanded with the support of a CEO with community-oriented values. "We first hired individuals with intellectual and development disabilities in small support roles in various markets," says Edmonds-Waters.

"Fast forward and we currently have six Best Buddies' workers across the U.S.," says Matt Capaci, staffing manager at SVB, who hired the banks first Best Buddies in Boston in 2008. That employee is still working at SVB.

Roles that SVB have found to be good matches for employees with IDD include mail delivery, kitchen stocking, printer maintenance, filing, and organizing conference rooms. Individuals with IDD typically start as temporary employees for three months, then are hired on as regular employees. "They're not in harm's way, nor do we set up expectations that might be too big a challenge. They're in level-appropriate positions, doing real work and getting paid competitive wages," Edmond-Waters says.

SVB collaborates with Best Buddies to train supervisors and co-workers on how to prepare for working with individuals with IDD, who go through the bank's new hire orientation program just as any other employee does. During the first week or so, an employment consultant from Best Buddies accompanies the worker on the job.

"From a productivity standpoint, our employees with intellectual and developmental disabilities are highly attentive, eager and earnest about applying themselves," says Capaci. While it may be difficult to quantify financial gains, Capaci says the bank can observe the dynamics hiring workers with IDD creates. "We have an incredible culture, and hiring people with IDD is a win-win for everyone."

> **"They're in level-appropriate positions, doing real work and getting paid competitive wages"**

Respondent profile

½ **actively recruit** people with disabilities

2x as many high-performance organizations **differentiate for IDD**

¾ **currently employ** workers with IDD

Over **½** keep oversight **within HR**

40% **employ 1-5** people with IDD

21.8 average **hrs./week** per employee

½ have employed workers with IDD for **more than 10 years**

Source: Institute for Corporate Productivity (i4cp)

APPENDIX A

A snapshot of additional employer benchmarks

For full access to the findings of i4cp's *Intellectual and Developmental Disability Employment Survey,* please go to **i4cp.com/contact**

- **Disability recruiting**
  Nearly half (48%) of respondents have a specific program for recruiting people with disabilities.
- **IDD differentiation**
  Twice as many HPOs (19%) as LPOs (10%) differentiate between IDD and physical disabilities in their D&I recruiting program.
- **Active IDD employment**
  Nearly three-quarters of respondents currently employ workers with IDD (1.5 times as many HPOs-79% as LPOs-53%). Also, 20 times more LPOs (22%) than HPOs (1%) employed workers with IDD within the past five years but don't any longer.
- **Oversight of IDD hiring**
  A majority of HPOs place oversight for IDD hiring with the HR function (54%); 35% with individual departments; just 2% with the D&I function; and 8% other.
- **# of workers with IDD currently employed**
  The number of people with IDD currently employed is related to company size, with smaller organizations most likely to employ fewer (1-5) and larger organizations (10,000+ employees) most likely to employ 50+ persons with IDD.
- **Average hours worked by employees with IDD**
  On average, workers with IDD are employed for 21.8 hours per week.
- **How long organizations have employed workers with IDD**
  Half of respondents (50%) said their organizations have employed workers with IDD for more than 10 years. Just 8% said they did so for two years or less.

APPENDIX B:

Resource list

AbilityOne (abilityone.gov): The AbilityOne Program is the largest source of employment for people who are blind or have significant disabilities in the United States. More than 500 nonprofit organizations employ these individuals and provide quality products and services to the Federal Government at a fair market price.

The Arc (thearc.org): The Arc promotes and protects the human rights of people with intellectual and developmental disabilities and actively supports their full inclusion and participation in the community throughout their lifetimes. This site maintains links to many **additional employment resources**.

Association of People Supporting EmploymentFirst (APSE) (apse.org): A national non-profit membership organization focusing on integrated employment and career advancement opportunities for individuals with disabilities.

Best Buddies International® (bestbuddies.org): A national non-profit dedicated to establishing a global volunteer movement that creates opportunities for one-to-one friendships, integrated employment and leadership development for people with intellectual and developmental disabilities (IDD).

Disability.gov: The U.S. federal government website for information on disability programs and services nationwide. This site maintains links to many **additional employment resources**.

Employment Alliance for People with Disabilities (EAPD) (eapd.weebly.com): EAPD focuses on increasing employment opportunities for people with disabilities and empowering business performance by leveraging best practices in diversity and disability inclusion in the workplace, supply chain and marketplace.

Employer Assistance and Resource Network (EARN) (askearn.org): EARN's vision is to increase employment and workplace inclusion for people with disabilities by engaging and empowering employers to be leaders in this effort.

Easter Seals (easterseals.com): A national non-profit organization that provides services, education, outreach, and advocacy so that people living with autism and other disabilities can live, learn, work and play in our communities. This site maintains links to many **additional employment resources**.

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

ManpowerGroup/Access2Ability (manpower.us/ability): Access2Ability is ManpowerGroup's national disability employment program, collaborating with employers, state and federal agencies, professional associations and community-based organizations to help job seekers with disabilities connect with job opportunities.

Office of Disability Employment Policy (ODEP) (dol.gov/odep): ODEP is a sub-cabinet level policy agency in the U.S. Department of Labor with a mission to promote the adoption of policies that will impact the employment of people with disabilities.

Project SEARCH (projectsearch.us): A business led, one-year high school-to-work transition program. Total workplace immersion facilitates a seamless combination of classroom instruction, career exploration, and hands-on training through worksite rotations. Project SEARCH's primary objective is to secure competitive employment for people with disabilities.

RecruitDisability Job Board (recruitdisability.org): Job seekers with disabilities can search for a job, post a resume, and get career news on RecruitDisability, a new job board especially for people with disabilities. Employers and recruiters can also use the site to find qualified individuals with disabilities. You can also get information about companies that are hiring now.

U.S. Business Leadership Network® (USBLN®) (usbln.org): A national non-profit that helps business drive performance by leveraging disability inclusion in the workplace, supply chain, and marketplace.

Washington Initiative for Supported Employment (GoWise) (gowise.org) Based in Seattle, Washington GoWise has been promoting equitable employment for people with developmental disabilities through innovation, training and technical assistance for nearly three decades. GoWise is nationally recognized and provides training related to Employment First initiatives throughout the U.S..

Workforce Recruitment Program (WRP) (wrp.gov): The WRP is a recruitment and referral program—managed by U.S. Department of Labor's Office of Disability Employment Policy (ODEP) and the U.S. Department of Defense's Office of Diversity Management & Equal Opportunity (ODMEO)—that connects federal and private sector employers nationwide with highly motivated college students and recent graduates with disabilities who are eager to prove their abilities in the workplace through summer or permanent jobs.

About this report

As organizations strive to bolster their talent pools with dependable, motivated, and productive workers, many are finding that the inclusion of people with intellectual and developmental disabilities (IDD) is a business decision that can deliver multiple benefits.

This study is the product of a collaboration between the Institute for Corporate Productivity (i4cp), Best Buddies International® and Project SEARCH. The key findings presented are based on data collected from 230 respondents to i4cp's *Intellectual and Developmental Disability Employment Survey* in late 2013. These findings are supported by examples from employers of people with IDD, individual employees success stories and actionable recommendations. An appendix of benchmark data and a list of resources for job seekers and talent seekers are also included, as well as links to additional case studies and supplemental material on the i4cp website.

Definitions used in this study:

- **Intellectual and Developmental Disabilities (IDD)** is defined as a disability that manifests before an individual reaches 22 years of age, which constitutes a substantial disability to the affected person, and is attributable to cognitive limitation or related conditions that include Down's Syndrome, Williams Syndrome, cerebral palsy, severe autism or other neurological conditions when such conditions result in impairment of general intellectual functioning or adaptive behavior.
- **Employment** is defined as continuous integrated employment (with the general workforce), which pays minimum wage or higher.

Market Performance Index (MPI)

i4cp's Market Performance Index, or MPI, is based on self-reported ratings of organizational performance in four key areas—market share, revenue growth, profitability and customer satisfaction—as compared to the levels achieved five years previously. The average of the four ratings determines MPI score.

High-performance organizations (HPOs) are those in the top quartile of MPI scores.

Low-performance organizations (LPOs) are those in the bottom quartile of MPI scores.

Author and contributors

Donna Parrey Donna is the lead author of this report. She received her MS in Management from the University of South Florida and has an extensive background in human resources as a business partner, director, and generalist.

Eric Davis, i4cp's Creative Director & Senior Editor, developed the Intellectual and Developmental Disability Employment Survey, advised on study findings, and designed the report. Eric received his MS from Marshall University and has authored numerous reports and articles for i4cp, primarily focus on diversity and inclusion, organizational culture, and trends in human capital management.

Lorrie Lykins, i4cp's Managing Editor & Director of Research Services, co-authored and edited this report. She is the creator and editor of i4cp's monthly series on women in leadership, the **SheSuite™**. She is a graduate of Eckerd College (BA) and Queen's University of Charlotte, NC (MFA).

Paula Johnson, M.S. assisted with the development and distribution of the survey. She received a Master of Science degree in Special Education from the University of Oregon and has 30 plus years of experience in employment services for people with intellectual and developmental disabilities. Paula is the national Director of Best Buddies Jobs and is leading the expansion of employment programs across the country.

Erin Riehle, MSN, RN assisted with the development and distribution of the survey. She is a recognized authority and national leader in promoting employment opportunities for people with disabilities and other barriers to employment. Erin is a founder and Director of Project SEARCH at Cincinnati Children's Hospital Medical Center, an employment and transition program that has received national and international recognition for innovative practices and employment outcomes for people with disabilities.

Special thanks to **Kevin Martin** and **Madeline Borkin** from i4cp.

For more information or to contact the authors, please go to **i4cp.com/contact**

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Steve Pemberton, Divisional Vice-President and Chief Diversity Officer, Walgreens
Carol Salter, Assistant VP, Workforce Development, Easter Seals
John Hailer, CEO, Natixis Global Asset Management in the Americas and Asia
Lisa Damon, Executive Committee Member, Seyfarth Shaw

Additional thanks to **Barbara Torres** from Holland & Knight and **Collin Biddle** from Fifth Third Bank for their personal employment stories.

Images used in this report feature employees placed through the Best Buddies Jobs program.

Cover:

Top left, **Rianner Gonzalez,** with **Vanesssa Pineda,** Hollywood Animal Hospital
Top right, **Richard Reimer,** Seyfarth Shaw LLP
Middle left, **Christian Portillo,** Latham & Watkins LLP
Middle right, **Pelayo Vigil,** Ocean Drive Magazine
Bottom left, **Oliver Britten,** Entertainment Tonight/The Insider
Bottom right, **Erin Thompson,** Rosetta Stone

Page 3:

Arjun Hemphil with **Anthony K. Shriver** at the Audi of America headquarters

Page 15 (top to bottom):

David Gauthier, City of Long Beach, Mayor's Office
William O'Brien, Eaton Vance
BJ White, Avid Technologies
Daniel Baumgarten, Holland & Knight

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About i4cp

i4cp is a human capital research firm that discovers the people practices that drive high performance. Ranked among the fastest-growing companies on the Inc. 500|5000 list for four consecutive years, i4cp provides its extensive member network of leading global employers and government institutions with the research, peer collaboration, tools, and data essential to developing and executing workforce strategies and practices that deliver higher market performance. To learn about i4cp and i4cp's People-Profit Chain™, an empirical model to increase organizational performance up to 3x, go to **i4cp.com/ppc**

INSTITUTE FOR CORPORATE PRODUCTIVITY

Find us on:

For more on advancing the role and impact of global diversity & inclusion leadership, visit i4cp's Chief Diversity Officer Board page: i4cp.com/solutions/chief-diversity-officer-board

Our partners

Best Buddies International® is a nonprofit 501(c)(3) organization dedicated to establishing a global volunteer movement that creates opportunities for one-to-one friendships, integrated employment and leadership development for people with intellectual and developmental disabilities (IDD).

Project SEARCH, founded by Cincinnati Children's Hospital Medical Center, is a business led, one-year high school-to-work transition program. Total workplace immersion facilitates a seamless combination of classroom instruction, career exploration, and hands-on training through worksite rotations. Project SEARCH's primary objective is to secure competitive employment for people with disabilities.

Distribution partners

Association of People Supporting EmploymentFirst (APSE) (apse.org) assisted with the distribution of the survey to its members in all 50 states, Puerto Rico, and abroad. Founded in 1988, APSE is the only national organization with an exclusive focus on integrated employment and career advancement opportunities for individuals with disabilities.

Washington Initiative for Supported Employment (GoWise) (gowise.org) assisted with the distribution of the survey to employers and agencies across the US. Based in Seattle, Washington GoWise has been promoting equitable employment for people with developmental disabilities through innovation, training and technical assistance for nearly three decades.

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