

Tapping New Talent for Business Success

August, 1999, Vol. 1, No. 1 **Employing People with Disabilities**

There are 58 million people with disabilities in the U.S. making them the nation's largest minority.

Only 1/4 of working age people with disabilities say they need special accommodations to do their jobs.

52% of households pay more attention to advertising that features people with disabilities.

It's ABILITY NOT Disability

The world's largest employer, Manpower, Inc. is a Fortune 500 company that annually places almost two million workers through 3,200 offices in 52 countries.

With its innovative "reverse funnel" approach to matching people -- with or without disabilities -- to jobs, Manpower is a leader in the employment of people with disabilities.

This newsletter is a joint publication between Manpower Inc. and Virginia Commonwealth University, Rehabilitation Research & Training Center on Workplace Supports.

DIVERSITY STRATEGIES THAT WORK: Recruiting and Retaining the Best from the Nation's Largest Minority

More than 75% of the Fortune 500 companies have a formal diversity program in place. But many of those programs do not tap into the brain power and contributions of our nation's largest minority -- people with disabilities.

This newsletter is designed to help change that for businesses across the

country. We will offer strategies and resources that have been developed to help you reach, attract, train and retain this vital employee pool, which is critical in this time of record low unemployment. You will learn what the nation's leading employers are doing -- and how you can replicate their success.

Ready, Willing, and Able: Where to Find TALENT

People with disabilities were not accepted into public schools until 1975, and were not widely presumed to be employable until the 1980s. Now more people understand what an untapped resource these 58 million individuals are for our nation's corporations and other employers. Yet 60% of

people with disabilities who are of employment age remain unemployed. In this newsletter, you will find resources on where and how to find these individuals. We will help employers locate potential employees with disabilities, through contact information and resource guides.

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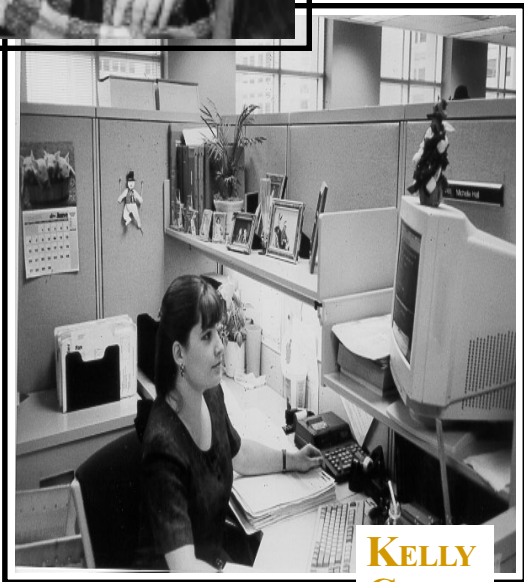
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Learning from the Best

J OANNE FROM CHESTERFIELD, VIRGINIA



**JOANNE
CARNES**



**KELLY
CASEY**

Twenty years ago, Joanne discovered that she had diabetes. At that time, her doctor told her it was necessary to stay off her feet. Within ten years of her diagnosis, she began to use a wheelchair.

During this time, Joanne came to Manpower for employment. Using its assessment tests for customer service skills, the Manpower staff found that in addition to the data entry and general office skills she had used in the past, Joanne had the skills needed to perform customer service work on the telephone. Manpower placed Joanne in customer service positions at various call centers, where she was able to work while remaining seated all day.

Joanne also told the Manpower staff of her interest in working for the local power utility. Virginia Power was one of Manpower's major customers, so the Manpower staff was able to help Joanne secure a full-time data entry position there. As a result, Virginia Power acquired a hard-working and dedicated employee; Joanne was able to land a job with the employer of her choice; and Manpower had two extremely satisfied customers.

Even after Joanne developed blurred vision as a result of detached retinas in both of her eyes, computer screen adaptations enabled her to continue working for Virginia Power. She remained with the utility company until she decided that, for personal reasons, she needed to take some time away from the workforce.

When she was ready to return to work, Joanne again contacted Manpower for assistance. Within a few short weeks, Manpower secured a new position for her in the call center at Crestar Bank. Once again, the placement proved beneficial for the customer, for Joanne and for Manpower.

ZACH FROM FOREST CITY, IOWA

Zach Freeman is legally blind and uses a seeing eye dog to help him get around his workplace and his community. When Zach expressed an interest in packaging and assembly work, a friend who worked for Manpower in a local production plant suggested that Zach contact Manpower as well. Manpower's staff in Albert Lea, Minnesota, saw that Zach's work history and skills matched the requirements of the production plant and assigned him to work there.

While Manpower was ready to analyze the need for worksite accommodations for Zach, he needed no accommodations to use the same shrink wrap and taping machines used by other employees at the plant. Zach chooses to work a part-time schedule, 20 to 25 hours a week, which he says allows him to pursue other interests. His career goal is to work as an emergency dispatcher. "Zach has a good work ethic and a great attitude," says his Manpower supervisor.

KELLY FROM RICHMOND, VIRGINIA

Kelly has a hearing impairment and uses sign language to communicate. To communicate with people who do not know sign language, she writes what she wants to say on a piece of paper.

When Kelly graduated from college, she had a difficult time finding full-time, permanent employment. Her studies had focused on advanced math, general accounting and small business management. Kelly decided that the best way to break into the workforce was to work through a supplemental staffing firm. She thought that customers of the firm that saw her ability to perform on a temporary job assignment might be more likely to hire her for a permanent position.

Kelly began working for Manpower while living in Hartford, Connecticut, but she soon moved to Richmond, Virginia, where permanent job openings were more plentiful. As soon as she arrived in Richmond, she contacted Manpower. The Manpower staff assigned her to Crestar Bank, where she completed temporary work assignments in several departments. She is now working in Crestar's Mortgage Department, where she enters data, organizes information and performs some accounting tasks. She hopes to secure a permanent position with the bank.

Kelly's supervisor at the bank, John Smith, says this is the first time he has worked with a person with a disability. "Kelly has worked out beautifully," he says. He also says that everyone else who works in the department has benefited from having her as part of their team.

Reverse Funnel Approach

M ANPOWER'S APPROACH TO EMPLOYMENT



**MILLIE HEWETT, DISTRICT
MANAGER, RICHMOND, VA.**

“Our job assessments and essential skill function matches allow us to look at individual interests and talents.”

Manpower's approach to employment, for people with and without disabilities, is described as a “reverse funnel.” The traditional process of matching a worker to a job is akin to placing many candidates in the large end of a funnel until one emerges as the best match for the job. Manpower's reverse funnel approach means that each individual worker enters the small end of the funnel, completes Manpower's skills assessment and training processes, then emerges with the ability to perform and be considered for many jobs. The reverse funnel screens individuals into a variety of job opportunities, rather than screening out multiple applicants for a single job.

Just as Manpower's assessment and training process uncovers all of a worker's skills and abilities, the company develops a comprehensive picture of each job assignment provided by its customers. Manpower staff members complete Work Environment Surveys that record in-depth information on job tasks and workplace culture. Additional information on Manpower's process of matching workers to work opportunities, as well as its Quality Performance Program, is presented below.

M ATCHING WORKER SKILLS TO WORKPLACE DEMANDS

“We're out there every day meeting with employers and listening to their needs. Without this knowledge, we could not do our job of placing people into employment.”

John Gavin, Jr., Cedar Rapids, Iowa,
Manpower Manager

The following information is excerpted from a report by Peter David Blanck, ***The Emerging Role of the Staffing Industry in the Employment of People with Disabilities: A Case Report on Manpower Inc.*** (Iowa City, Iowa, 1998). Blanck is Professor of Law, of Preventive Medicine and of Psychology at the University of Iowa and is a member of the President's Committee on Employment of People with Disabilities.

Manpower regularly conducts labor market surveys, providing in-depth knowledge of local markets and economic trends. Staff members then track emerging labor market trends and related business demands.

Manpower collects labor market information from employers through its service representatives. Manpower staff complete Work Environment Service Call reports to assess customer expectations, physical details of the work area, work pace, dress requirements, hours and breaks, safety issues, parking, accessibility issues, and required equipment, software, and machinery tasks. “Safety is of utmost

concern to us," said Lisa Anderson, Manpower Service Representative. "We want all our employees to be in safe and healthy workplace environments."

The Work Environment Service Call report gathers information on customers' building accessibility and workplace accommodations available to workers with disabilities. A Work Environment Service Call report is conducted at every Manpower customer business site. "We conduct an examination of our customer's work culture and accessibility to workers with different disabilities," explains Manpower Senior Vice President, Melanie Cosgrove Holmes. "We convey this information to the individual placed at the work site to match worker skills to workplace demands."

The assessment of customer needs, coupled with the ability to assess the job skills of applicants, enables Manpower to place qualified workers into jobs. Once a job match is completed, Manpower's Quality Performance program monitors each job-placement match. Customer companies evaluate Manpower employee performance, and Manpower employees appraise their job satisfaction.

In these ways, Manpower's job-matching process is a comprehensive system designed to interview, evaluate, prepare, and assign qualified employees to jobs at customer company worksites. "Matching the right person to the right job is the key to our business success," said Cheryl Lyons of the Washington, D.C. Manpower office. "We must make sure that the person we assign to the job has the skills and characteristics that our customer demands." Clearly, Manpower has developed useful and economically sound employment placement strategies and supports to take people with disabilities from unemployment, to temporary work and into permanent jobs.

Lessons From MANPOWER

Manpower's Director of Strategic Information, Sharon Canter, knows that having access to a well-trained pool of workers is the cornerstone of a robust economy. To meet staffing demands, Manpower must be able to respond to first-time job seekers, those coming back from a stretch of unemployment, and experienced workers interested in career advancement. The company's approach ensures that all applicants, those with and those without disabilities, receive the same quality service. The formula for success includes:

- ◆ Focus on ability;
- ◆ Use an applicant-directed process for career choice;
- ◆ Use multiple assessment techniques;
- ◆ Break down jobs into required tasks and essential skills;
- ◆ Analyze the work environment, tasks and culture;
- ◆ Concentrate on the job-match process;
- ◆ Provide training for new career opportunities and advancement;
and
- ◆ Treat employees and "host" company as customers.

Manager's Corner: Ask the HR Expert

If a manager has never hired or worked with a person with a disability, questions may come to mind. These unanswered questions can create hesitation in hiring applicants with disabilities. This column will be a regular feature in this newsletter and is intended to answer questions, present facts, and share strategies for recruiting and retaining employees with disabilities. Four frequently asked questions about hiring people with disabilities are presented below along with resources for support.

Question & Answers

INTERVIEWING?



How do I deal with a person with a disability in an interview situation?



One of the biggest fears expressed by managers who are responsible for interviewing and hiring is what to do when they meet and interview someone with a disability. What is the etiquette? What do I say? Do I offer my hand? Do I move the furniture? What if I make a mistake or say something stupid? These questions are a normal response when first meeting an applicant with a disability. However, as with most things, once a manager is able to obtain some experience in interviewing an individual with a disability he or she will gain the confidence needed for the interview process. There are certain etiquette tips for managers, as well as training opportunities for interviewing applicants with disabilities. To obtain detailed information about interviewing etiquette and other techniques or to obtain a copy of a resource manual entitled: Succeeding Together: People with Disabilities in the Workplace, contact: <http://www.csun.edu/~sp20558/dis/em.html>

Interviewing Resources:

Manpower Inc. -- 5301 N. Ironwood Road; P.O. Box 2053; Milwaukee, Wisconsin 53201 -- (414) 961-1000 -- www.manpower.com

Rehabilitation Services Administration (RSA) -- U.S. Dept. of Education; 600 Independence Avenue, S.W.; Washington, D.C. 20202 -- (202) 205-8719 -- www.ed.gov

Windmills (Attitudinal & Interviewing Training) -- 800 Capital Mall, Mic 41; Sacramento, California 95814 -- (916) 654-8055

RECRUITING?



How do I recruit people with disabilities?



One way to find people with disabilities is to get involved with your local disability community groups. Businesses can get involved with these groups by contacting them first, sharing techniques for developing resumes and holding mock interview sessions to assist people with disabilities in gaining confidence.

Recruiting Resources:

President's Committee on Employment of People with Disabilities -- 1331 F Street, N.W.; Suite 300; Washington, D.C. 20004-1107 -- (202) 376-6200 -- www.pcepd.gov

Rehabilitation Services Administration; (202) 205-8719 -- www.ed.gov

Manpower Inc. -- (414) 961-1000 -- www.manpower.com

National Association of Temporary & Staffing Services (NATSS) -- 277 South Washington St.; Suite 200; Alexandria, Virginia 22314 -- (703) 549-6287 -- www.natss.org

National Council on Independent Living -- 1916 Wilson Blvd., Suite 209; Arlington, Virginia 22201 -- (703) 525-3406 -- www.ncil@tsbb508.tnet.com

HIRING?



How will hiring people with disabilities affect the morale of my other employees?



The initial employee response will depend upon personal experience. Most often, coworkers tend to provide too much assistance to a new worker with a disability. Employers report that having an employee with a disability tends to have a positive impact on the work environment, increasing the coworkers' productivity and general satisfaction level.

Hiring

Resources:

VCU RRTC Roundtable Members

DuPont -- raymond.e.kourp@usa.dupont.com

Marriott International -- fred.kramer@marriott.com

Electronic Data Systems -- denise.roy@eds.com

NationsBank -- janice.curtis@nationsbank.com

Manpower -- sharon.canter@na.manpower.com

ACCOMMODATION COST?



What is it going to cost me to make my business accessible for employees and customers with disabilities?



According to JAN (Job Accommodation Network), half of all accommodations made in business cost under \$500, while another 19% cost nothing at all. Tax credits exist to help defray costs associated with the removal of architectural barriers. Remember, if an accommodation will cause an undue hardship, it DOES NOT have to be implemented.

Accommodation Cost Resources:

Job Accommodation Network (JAN) -- West Virginia University; P.O. Box 6080; Morgantown, West Virginia 26506-6080 -- 1-800-526-7234 Voice/TTY -- janweb.icdi.wvu.edu

Disabled Access Tax Credit -- Dept. of U.S. Treasury 1500 Pennsylvania Ave., N.W.; Washington, D.C. 20220 -- (202) 622-2000 -- www.ftp.fedworld.gov/pub/irs-pdf/f8826.pdf

Tax Deduction to Remove Architectural & Transportation Barriers -- Dept. of U.S. Treasury 1500 Pennsylvania Ave., N.W.; Washington, D.C. 20220 -- (202) 622-2000 -- www.ftp.fedworld.gov/pub/irs-pdf/i1040sc.pdf

Do you have questions for the "MANAGER'S CORNER"? Submit your questions to Valerie Brooke at: vbrooke@saturn.vcu.edu
(804) 828-1873 VOICE, (804) 828-2494 TTY, or
(804) 828-2193 FAX

RESOURCES FOR ACCOMMODATIONS

A major challenge facing businesses is finding information about accessing accommodations. If businesses know where to go for assistance, as well as resources for possible cost sharing, some of the fears that surround this topic would be removed. Use the resources listed here to address your accommodation concerns.

TECHNICAL ASSISTANCE AND GUIDANCE

- + Job Accommodation Network (JAN): 1-800-526-7234, <http://janweb.icdi.wvu.edu>
- + VCU, RRTC on Workplace Supports: (804) 828-1851 (Voice), (804) 828-2494 (TTY), <http://www.worksupport.com>
- + U.S. Equal Employment Opportunity Commission: 1-800-800-3302 (TTY), <http://www.eeoc.gov>

- + U.S. Department of Labor (written materials): 1-800-959-3652 (Voice), 1-800-326-2577 (TTY), to ask questions: (202) 219-8412 (Voice)
- + ADA Disability and Business Technical Assistance Centers (DBTACs): 1-800-949-4232 (Voice/TTY), <http://www.adata.org/dbtac.htm>
- + Registry of Interpreters for the Deaf: (301) 608-0050 (Voice/TTY), <http://www.rid.org>
- + Rehabilitation Engineering Society of North America Technical Assistance Project: (703) 524-6686 (Voice), (703) 524-6639 (TTY), <http://www.resna.org/hometa1.html>

FINANCIAL ASSISTANCE AND COST SHARING

- + Internal Revenue Service: (202) 622-6060 (Voice), <http://www.irs.ustreas.gov>
- + Rehabilitation Services Administration (RSA) <http://www.ed.gov>



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