

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 us and still being here at this time when you've been here several hours already, up and down and moving around and things of that nature. Hopefully the information that will be shared today by our panelists will be something that will have made it well worth your while to have stayed with you.

So we're going to run this a little informally in that we're going to ask questions of the panelists and asking them about specific company practices around reasonable accommodation with the intent that we'll give you some idea about what other companies are doing. It may be something you have an a-ha moment, we need to check or something we need to think about, and I'm sure panelists will be more than willing to share additional information with you afterwards if you wanted to follow up with any of them about their activities and things of that nature. I think everyone up here would say they're not perfect and probably things they're not doing correctly they could do better and such in that nature. They're here to share with you honestly about what is going on and kind of even may give some of their own self-critiques along the way. That's kind of what the point is here. This is a safe zone and sharing zone for information for all of us to exchange. I'm going to start off here with questions and ask them to give us a little information. But, Jean, could you give me some idea about how you and your company manage accommodation requests and do you play any direct role of who in the organization plays that kind of role?

>> JEAN MAGLIO: Sure. So we do have a group that is responsible for medical accommodations for Northern Trust partners in North America. It's not mandated by law in the other regions that we are but we help them too by sharing information and

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 accommodation issue, which is we started a disabilities employee resource group this

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 had a form to fill out as an employee that was just was a pretty decent form, came from Job Accommodation Network possibly. But you had to turn that in with medical documentation from your physician and then you had to go to employee health and get their medical support and the accommodation request. It was kind of a little over-medicalized and a few too many steps, so now we're working on trying to simplify it. And just make it so it's not quite as burdensome on the employee. And then also trying to figure out some things you know, to integrate the feedback from the employees with disabilities at Rush into ways to make it smoother and go more -- flow more easily. We don't have corporate credit cards, so purchasing accommodations is a little more complicated. We have to get invoices, so it kind of slows things down a little bit. But this is all in flux. And I think that is one of the benefits of having an active disability employee resource group is you have people engaged who have gone through the process who can give good feedback about how to make your system work even better. I'm excited to see where we can go with that. And it's really -- I think it comes from both the support for disability inclusion from the top at Rush but the ideas I think -- the best ideas are going to come from people who have gone through the process who have ideas about how to make it better.

>> ROBIN JONES: Pat, anything to add?

>> PAT MAHER: So I'm actually my formal role is director of civic engagement for SPR. We're a digital consultancy in Chicago and Milwaukee, and much smaller than the other organizations. So Robin, I would say at SPR, this is developed more organically. I've been with SPR for 15 years. I directed a channel called Enablement for a decade and we were targeting the disability population into the tech sector.

So at this stage, as my role has expanded, I mean, independent of that, HR is very familiar with ADA Title I process. They exceed that. But I would say at SPR it's more the culture that has developed because we're 300 total personnel and many of them are at client sites and obviously we're spread between Chicago and Milwaukee predominantly Chicago. But we've, over the years, presented or offered quite a few accommodations both physical process, scheduling, etc., so I think at SPR it's -- we've had growing comfort over time with recognizing the value that our colleagues with disabilities present and offer. So that's, I think --

>> ROBIN JONES: A contrast between a big company, multi, you know, across the country, Northern Trust, and with EY, you know, to more of a local medical system as we have in Rush, because you have multiple sites as well, but mostly in the Chicago area, and much smaller situation. You can see the flux that you know, it has and they're all looking and changing and potentially a dynamic process, trying to figure out how to

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 person is doing well.

>> ROBIN JONES: Great. Jean, could you give an example from somebody that Northern Trust has accommodated?

>> JEAN MAGLIO: Sure. On average, we do about 450 accommodations per year in North America for our employees, and we have Peter Yi here, who is going to talk about his return to work.

>> ROBIN JONES: That would be great.

>> PETER YI: So whenever you have some of these life-changing events in your life, there is some fear around what it's going to look like on the other side in terms of, you know, going back to work and engaging with kind of some of the things that you were used to in your prior life, lifestyle, that is. And Northern Trust has been incredibly supportive. Ever since I actually had my accident and I'm a T5 quadriplegic, in my mind I actually never questioned whether I was going to go back to work, it was just what capacity and how the accommodations would be working. And really from the minute, you know, I had an opportunity to kind of reconnect with Northern Trust, you know, they gave a lot of resources. One of the first things that they asked were what are the things

you need to do your job? And that's where, you know, I did a little research and with the help of the Shirley Ryan AbilityLab I was able to just kind of look at what is out there from an assistive technology perspective. And bottom line for me was I didn't necessarily need anything that was going to be entirely, you know, sophisticated or to real robust tools. All I really needed was like a dictation product that was explained earlier with Dragon, having accommodations in my workstation and my office was totally reconfigured with a movable desk. I have an adaptive mouse. I have doors now that will open with the push of a button. Those things weren't there, but when I asked for them, it seemed to be reasonable requests put in place pretty quickly. We did spend time before I went back full time just to kind of assess my workplace, my office. I took a walk with Jean around the sidewalks to make sure there were access points and there weren't too many physical challenges in terms of getting from one place to the other.

Turned out to be a really positive experience. You know, I'll say this now and I really do believe it, I enjoy working. Every day I challenge myself to do something different, whether it's from a mental capacity, doing my job, or a physical capacity, and I might be jumping ahead here, but Northern Trust has given me a lot of resources in terms of trying to get back to what I did before. In fact, I actually took on more responsibility over the last year and, you know, I have people that report to me around the world, people that report to me in Chicago, London, and Bangalore, you know, again, I challenge myself to travel and not be afraid of traveling. And that was one of the big milestones for me a couple years ago was traveling to see clients and speak at industry events that I used to do prior to my accident and just as recent as last month I spent three and a half weeks in Europe, you know, working out of my London office doing some client work and conferences in Dublin. That was big for me. Being kind of away in a different environment and in a different office and working with those people in my London office to ensure that there was accessibility things that were going to benefit me over there as well. That was a big milestone for me. And, you know, like I said, I challenged myself to ensure that I can do the job and do even more. So for me it's been fairly positive experience, and coming back to work has been really refreshing in terms of having the trust and gaining the same responsibilities, if not more, than I used to have. So it does take a lot of collaboration. It does take a lot of buy-in from the business leaders as well as people like Jean to give the accessibility and the special tools to do your job effectively.

>> ROBIN JONES: Peter, can I ask you, from the time you decided you wanted to come back into the workplace, which is probably pretty soon after, probably had a mindset all along, to you actually getting back into it when you were moving into the process with Northern Trust, about how long before your accommodations and stuff were in place so that you could return at that point?

>> PETER YI: So it was a slow return. For the -- for three and a half months I actually spent that in the inpatient here. Even during that time I was anxious because I was bored. I didn't really want my skill sets that I had developed over the last decade to deteriorate. So I did want to have access to things like email, you know, access to some of the same, you know, tools and, you know, just reports that I was used to. And, you

know, having access to email was pretty big for me. Because I get a lot of emails every day. And even though I wasn't really in the right mindset to be responding and making major business decisions right after my accident, I still just wanted to have the access.

And so it started with just email access, then, you know, after six months I started to kind of work with my boss, I guess, and we kind of slowly brought in ten hours a week. Then it became 20 hours a week. And I worked about half time for about the first year after my accident. And then decided to go back full time 40 hours a week. And it started off with coming in one day a week and working from home four days, and it slowly kind of progressed now to going to the office physically three days a week and working from home two days a week.

But it also was working with the business to make sure that I had the right tools at home to do my job effectively just like the same assistive technologies that I have in the office. We wanted to make sure both workplaces, workstations were effective for me.

>> ROBIN JONES: Very good. Thank you very much. Pat, have you used accommodations yourself? You play kind of multiple roles, but I'm assuming you had to ask for some accommodations yourself, if you would be willing to talk a little bit about that.

>> PAT MAHER: Sure, I have, Robin, on the heels of Peter, my career seems... I'm quite in awe, Peter, of your career, that's outstanding. I think you are a big deal. Although I have always felt I have had a nice career. Thank you, Jean.

SPR has accommodated me. I have had several surgeries during the window I have worked with SPR. So there has been a back-to-work accommodation. At this stage my balance is somewhat compromised because I am fused from mid-thoracic to my sacrum due to surgeries, and so I work remotely quite frequently. However, in my role I am at events offsite with most of my efforts in any case.

So what I try to do, similar to Peter, on some levels, is I'm in the office consistently one or two days a week or I try to maintain that schedule. And, you know, that way I can engage with colleagues consistently. SPR, like many consultancies, hires people on as contractors, as remote staff, and so it's valuable to be in the office with some frequency or regularity in order to meet people.

And in my role as director of civic engagement, which really ties to the culture, I think it's key that people know who I am, that colleagues are familiar with me. So I'd say in general, Robin, it's been -- SPR has accommodated the opportunity for me to work remote.

And at the end of the day, your productivity will flag if you're not capable of remote work. So, you know, I have clear objectives that I need to maintain over time. So that is reflected in my work.

>> 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-face meetings as I can, to make sure that's it's an effective day, it's a productive day.

So I would say do not ever -- don't ever underestimate the power of, you know, just being able to be face to face with people, because disability for me, I think, is one of the exciting things I look forward to when I reengaged with Northern Trust to go back to work.

>> ROBIN JONES: Great. Thank you.

Tyler, can you talk a little bit -- you talked about the fact that you have this website process for the accommodations and things. Can you talk a little about the interactive nature of your process? Is it all back-and-forth by paper or face-to-face conversations? What happens in that interactive process for requesting accommodations and addressing the need and implementation?

>> I'll give you the answer: It depends. There is a lot of paperwork that gets captured through the digital process, but after that it becomes more interactive. A lot of conversations happen over email or through our communication tools. We're a Skype for Business company. But towards the end I think the in-person conversations do happen and they happen with the appropriate parties. So as I mentioned, our talent consultants are on the ground team. They'll be there with the person with the disability. And oftentimes for us it's not just about having that conversation internally, you know, we're a service provider, so we are making sure that the accommodations are both for our companies here at Ernst & Young but also for the clients they're serving. And we're having that conversation with the vice president or whoever your client sponsor is on the engagement to say, hey, you know, here is the situation, and here are the things that we're going to do to ensure this person is the highest performing team member possible.

And also logistics, are we insuring the staffing and resources for this person is appropriate. Travel accommodations involved, making sure that is incorporated in the accommodation process as well.

>> ROBIN JONES: Kevin, can you give thoughts on that same issue from the perspective of Rush and your process? Sit more localized, not as global as EY is, but still a big organization, very diverse.

>> KEVIN IRVINE: I think -- I haven't -- we have one team at Rush that works on job accommodations and I'm not really on that team. I work more on consulting when someone is applying for jobs at Rush. If they need an accommodation, it goes to one of our recruiters and kind of consult in those cases.

So in that experience, I just find that it's really just brainstorming to figure out what accommodations the person needs and figuring out how to make it happen. And most accommodations -- I mean, most people don't need accommodations for a disability when they're applying. And in most cases the kind of accommodations people need are pretty simple. Like a room with specific type of lighting or, you know, being able to get assistance... sorry, I'm blanking for a second.

But it's not complicated. That's the message I try to get out to recruiters, just to be open to accommodation requests, make sure people know that it's a really easy process when applying for jobs to request accommodations. And if there's any question at all about how to respond, then, you know, pull those of us in that have some experience and we'll help figure it out.

>> ROBIN JONES: Do you ever get feedback from the business resource group about the fact they are satisfied or dissatisfied with the process? Obviously many of them may need an accommodation one time or ongoing?

>> KEVIN IRVINE: That's what we're working on now. The people that got involved in the employee resource groups, our disability employee resource group said that some things were working well, the accommodation request process, still other things weren't working as well as they want to see happen, so that's why we're actively working right now and providing some feedback and working with the team that oversees accommodations to try and make the process work even better. It's an ongoing thing. The commitment at Rush is there at the highest level, so I think it's a matter of figuring out how we evolve the process so that it works smoothly for everyone. And one of the things I would like to work towards is something like that. And this is jumping ahead to best practices, but centralized accommodation fund, because I think that's really where, for large organizations, the thing that makes the most sense. But you have to create -- you have to develop it. So that's where we're hoping it will go.

>> ROBIN JONES: Jean, I think to add on that, related to interactive process and how you engage with people beyond just the paper and things of that nature.

>> JEAN MAGLIO: So the form starts with the individual, the individual then gets input from the medical professional. So we've got it all in one step. And then they submit that. And one thing that we learned the hard way is you immediately pick up the phone if you have gone back and forth twice in email.

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,

where people work and when people work. It's a lot of the times we'll encompass almost all the accommodations we provide, outside of some of the tools and resources we provide them. So I think being flexible in your process is really important and understanding what processes are there for safety and what ones are there simply because we need some guidance and how they can be done.

>> To piggyback on that, it's kind of like universal design, where you design something to be accessible but it really works for everyone. And my friend Andy Imparato, I had him speak last month -- earlier this month, his experience with bipolar disorder in the workplace, and one of the things he was talking about in terms of accessibility and accommodations, when you look at company and say, look at your top people, the people that are doing the work that you think is the best, do you want them to have everything they need to be successful? Do you want them to be whatever adaptations or modifications they need to be successful? Do you want them to have those things? And then think about everyone in your company. If someone needs something, whether it's a flexible schedule or a certain environment to work in or pieces of computer equipment, you want them to have that. And so if you're making sure that everyone that works for you has what they need to be successful, that will include people with various disabilities, some apparently and some non-apparently. I would like to move away from -- when you think about best practices, I would like to move away from accommodations being so specialized and see something very, in quotes, special. Something that we make our employees successful by providing what they need and the tools they need to be successful, and for someone with a disability, that can include accommodations that are disability specific. But it's really about what do people need to do their jobs well.

>> ROBIN JONES: Let's take Jean and then... go ahead, Jean.

>> JEAN MAGLIO: I just wanted to add something to that. I think some -- culture is key, I agree, but to add something really practical steps, one would be that you centralize your budgeting so that cost is never an issue. Right?

So that goes somewhere where the manager doesn't have to sign off on it, the manager doesn't see it, see it as an extra cost that they somehow have to cover in the budget, and it's taken care of. It's the right thing to do, how you do business. You set your people up for success.

I would also find out are there other things that you need that maybe aren't physical things or equipment-type. Maybe they want a mentor. You know, advancement in their career or talking to someone in that way.

So I think that -- and I know I had one more. And I'm trying to remember it and I can't. So I'll give it back to you. Got it?

>> 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. He was important to doing disability stuff is not a charity thing. It's about business, the bottom line, these are customers and such. It was an interesting perspective and puts a different light on it when you think about it. It's not just what I do internally but how I affect people externally and how that resonates into other aspects of my business, not just my employee side of the business as well.

So very good.

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 -- you shared a lot of pearls of wisdom here, but is there something you would impart, or take away as a lesson you know, we learned this and take it forward, that would be great.

So, I don't know, Jean, you have the microphone in your hand if you want to start.

>> JEAN MAGLIO: Mine are so minor they seem silly. But patience. Because it's a long process. So anything you can do to really listen to the employee and to articulate your process so that they understand that it's a back-and-forth and that their participation is required. And if we don't get the information we need them to advocate for themselves so that we get the information so that we can help them.

So patience is key. And listening.

>> I can only speak from my own experience, but what I have gathered is everyone is different. Everyone has different accommodations that they may need. You know, for example, everyone has -- may not necessarily need a Dragon dictation software. They may need a special keyboard. You know, some people may be able to open doors and some may not. To Jean's point, I think there's a lot of listening that needs to happen. Like I said one of the first things I did when I returned physically in the office to work was being able to walk around the building, walk through the halls, walk into my office, and take a look and make the assessment together in terms of what makes sense and, again, for me, even being a quadriplegic, I didn't really need any real sophisticated adaptive equipment. I just needed things that would give me access to my computer, access to my phone. And access to people. Make sure that there's no real barriers to just getting in front of people and being able to connect with them. And, again, I talked about disability, which I felt was critical. Those were the things that I guess I focused on and resonated more for my particular situation.

>> ROBIN JONES: Pat, thoughts?

>> PAT MAHER: Sure. I would somewhat echo what Jean and Tyler referenced earlier. Flexibility when your ear engaging or flexibility and engagement, and that gets to Jean's point about listening. And frankly to Peter's point about every situation is unique.

Frankly every colleague is unique, right? I mean, with or without a disability. So I think communication is key and recognizing flexibility and looking to support the mission of the organization, and I think that accommodation and colleagues with disabilities will be perceived in a new light.

>> You kind of stole my thunder earlier, Robin, but I think it's the impact that it has not just on your company culture but your client relationship. Your relationships are so

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 conversation because now you're connecting to people on a human level and not just a business level. When you're in the business of relationships like we are, that's really powerful

>> ROBIN JONES: Excellent example. We get those same kind of remarks. Go ahead.

>> So when I started Rush a little over a year ago, my disabilities are not apparently most of the time. I have hemophilia B, a bleeding disorder, and HIV. When I started at Rush, it was a pretty big goal to recruit people with disabilities but also to work on disability inclusion throughout our whole system. I was thinking, where are all the other people with disabilities? I know we're there. I know many of us are there, but most of us you can't tell. Peter, you're a bit of the exception, you know. It's more noticeable, so people with visible disabilities are easier to find. So I felt like we really need to raise the visibility. And I think that I set out with a goal, let's increase awareness in both -- I think it's going to help recruitment but also I think it will help with accommodations and just raising awareness about the diversity of the disability experience at Rush and all employers.

So to start our disability employee resource group I said we need to show people already at Rush -- to give people the idea this is who we are and we're here. So we did a video. If you could queue up the video, that would be great. This is to help launch and raise awareness about our disabilities employee resource group before we'd even gotten started but it turned out to be a great showcase for different people with different disabilities and the accommodations they have at work that make them successful.

And so I think we're using it -- it's on our recruitment page, jobsatrush.com/disability.

Anyway, so I'm going to...

It really will speak for itself, so go ahead and play it.

Thanks.

[VIDEO PLAYS]

>> ROBIN JONES: Thank you for sharing.

[Applause]

>> 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 -- has given information like with Northern Trust or Ernst & Young, the people then who go to the first point where they're interviewing someone just on the phone to see if you proceed to another interview, are they having access to that information? Because it seems that they are not. So the person maybe in charge, like Kevin, of the disability sector is not the person who is doing the initial phone interview, and so my son seems to think with his qualifications -- and he gets so many phone interviews but never seems to go on to the next step, because in his case, maybe he's on the -- he's on the autism spectrum, his voice is robotic. He only answers a question to answer the question. He doesn't go forward and we are thinking that the people who do the first step phone interviews are not privy to that online information. Can anyone from one of the bigger companies address that?

>> JEAN MAGLIO: So at Northern we have multiple ways you can interview. We do phone. We do Skype. So it's a video. And I worked with clients of Shirley Ryan in the interviewing phase, and with one who was very slow in speech. We practiced what she was going to say in the phone interview, so that she could explain it in her own words, that it doesn't impact her mind or her ability to do it, but it does impact her speech. And the job was accounting. It doesn't require a lot of talking, right? It's numbers. And so I think it depends on the individual, but we, on our application, which you need to complete before you get an interview, it says in there during the interviewing process, do you need an accommodation?

So it's a separate stage that we ask for accommodations and then when they join they're asked again. So there's two different steps, and if at that step there's something that your son might need, say an in-person interview, I don't know what it would be, but that would be the appropriate time to say, hey, we might want to do this.

>> ROBIN JONES: I would like to clarify, I think what your son is coming up against is probably applying to organizations that might have obligations under what is known as section 503 of the Rehabilitation Act which require employers who have federal contracts of \$25,000 or more to do a positive attainment goal of hiring people with disabilities of 7%. And part of that is to collect information about who their applicants are and who their employees are. But it is totally voluntary. So that information, he's clicking on there, that goes nowhere to whoever is dealing with the application. That is a in your

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: The person does not know they have a disability.

>> JEAN MAGLIO: We pass on the resume. That is what is sent to the hiring manager, just the resume.

>> ROBIN JONES: They don't have the other information.

>> AUDIENCE MEMBER: On the section 503 thing, actually, I do find people that self-identify. And we do data mining. So if my job, we want to recruit people with disabilities, so if someone self-identifies I can find them and boost the signal of their application. So we actually do that affirmatively because that's what we want to do. And so -- but it does not -- it doesn't go forward. I work with our recruitment team to say make sure that you're giving these applications, you know, all the scrutiny so that we're forwarding the qualified people.

But for your son, maybe think about, you know, he may need to ask for an accommodation, either an in-person interview as an accommodation for his disability, or just the accommodation of saying -- of understanding that he will speak in kind of a monotone and that he will answer specifically only the question asked and to ask that if the interviewer needs additional information to ask a follow-up question and say I have autism spectrum disorder, I will respond like this and I will answer exactly the question as asked and no further. And that is an accommodation, I think, he could ask for. I think an employer would have a hard time saying it's undue hardship to do that.

But that goes back to, you know, he's got to say -- he's got to set the stage and ask for the accommodation that he needs to get beyond that. And I just want to add one more thing. The next wave is video interviewing, we're starting to do that for some roles at Rush, send you a link and you actually get a link to sit in front of a -- to sit at your webcam and questions pop up and you record on a video webcam answers to those questions. So that's kind of the next wave.

And then a recruiter will see the answers. So FYI, heads up.

>> ROBIN JONES: Technology, good, bad, indifferent. I don't want to be in my pajamas when I do that.

>> Bottoms.

>> ROBIN JONES: There you go, okay. Any other questions? Okay, one over here...

She's getting her steps in today.

>> 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 organization acquires a disability, how do they know how to ask or how to ask for an accommodation?

>> I do think that's an issue, and something we actually are working on, trying to get information about that both in our new employee welcome orientation but also for manager training, so that people throughout the system know. But it's an ongoing thing. And part of it is making sure people know how you ask for accommodations. Another part is just making sure people recognize that they actually have a disability.

Because there are a lot of us with various chronic, you know, medical conditions, and many people don't even recognize they have a disability and actually you saw in the video my manager Carlos, manager of interpreter services and his workstation. Carlos developed rheumatoid arthritis after he had been working at Rush and didn't recognize it as a disability. When he needed adaptations because he just ran his program, he purchased it for himself. He didn't go through the accommodation request process and it wasn't until I started working at Rush last year and we became co-chairs of the Rush IDEA task force, and we were talking and he said, I have rheumatoid arthritis. Do you think I have a disability? Yeah, you have job accommodations, modified workspace, days you can't work because of flare-ups of rheumatoid arthritis, yeah, I think you have a disability. And he self-identified that way now. A year ago he didn't. And he had workplace accommodations. So I think there is an awareness piece that is so critical, and that is why I've just been doing everything I can to just raise the visibility for everyone with a variety of experiences, because sometimes you need to see someone who is kind of like yourself. Someone whose experience is close to yours to recognize that within yourself. And, you know, most people are not going to look at you, Peter, with your disabilities and recognize their own chronic health condition they've had 15 years or maybe their own life, that that is a disability. In Carlos's case, also someone has been on our ADA task force for years and then we've been at meetings together, and until Carlos did this video and she saw it, they didn't know that both have rheumatoid arthritis. And she had grown up with it. They have been in meetings for years. So visibility is really key, but it's an ongoing process and takes a lot of intentionality.

>> I couldn't echo enough how ongoing it is. The Accessibility Network at Ernst & Young that's one of the big things we're trying to look at and improve upon. We've looked at everything from incorporating the appropriate materials in onboarding to even using EY connect day, our day of service, as an opportunity to promote, you know, how to go about requesting accommodations. So I think looking at it creatively as opposed to just following the standard communication procedures.

>> ROBIN JONES: As a colleague once told me, we were talking about disabilities, you know, when I became disabled, nobody gave me a manual about how to do anything. I have had to figure it out for myself. I think that's the issue, is that there is no such thing,

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 information and help you find that information and feed that information, I think that's really an important piece to remember for all our organizations.

So thank you to our panelists. Thank you for sharing your information and your companies, maybe exposing here and there, and such that's good part. I'm sure they'll be around afterwards if you have individualized questions for them at all. But a round of applause here for our panel.

[Applause]

We'll turn it back over to Linda.

>> LINDA EHRLICH-JONES: Thank you, Robin, and thank you to our panel. Allen, do you want to join me?

So thank you all for joining us today. We're hoping that you were able to receive what it is that you came here for. We want to make sure that we acknowledge our funder for the rehabilitation research and training center, NIDILRR.

We wanted to talk a little about the evaluations. Certainly those that are interested in continuing education credits, definitely need to fill out the evaluation. It will be online. I believe you will receive an email with that evaluation form. If you do not have access to email or you do not have access to be able to do it online, we have several options. We can have you do it over in the life center here where there are computers or we have paper copies as well.

We do have availability of a tour, if people are interested. We're a little bit ahead of time, so maybe it won't be so late. If people might be interested in doing that.

In terms of signing up, we still have sign-up for focus groups for mark Harness, one of our collaborators at Washington is interested in having people parties pace in that. If you have not gotten your discount for parking, please let us know.

Thank you so much for helping us to celebrate National Disability Awareness Month, which happens to be this month of October.

Anything you want to share, Allen?

>> ALLEN HEINEMANN: I want to extend our thanks and appreciation to the panelists today, to all of the speakers and staff in our program who have helped to make this a smooth process. Thank you for your interest. Thank you for your attendance. We welcome your feedback, and we want to know what other topics you might be interested in in the future.

So thank you.

[Applause]