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Corporate Infrastructure: Centralizing the Reasonable Accommodation Process

Event Date: January 14, 2010

Presenters: Anne Hirsh, Mirelle King, Jessica Kobty, Alison Levy, Loren Mikola, Susan Schwartz

Facilitator: Beth Butler

Overview

Beth Butler: Thank you, good afternoon, my name is Beth and I am the chairman of the US Business leadership Network and I am pleased to moderate today's webinar. . Today's webinar topic is *Corporate Infrastructure: Centralizing the Reasonable Accommodation Process*. The webinar today is the second in a series of five webinars and was developed and is being delivered in partnership between the Council of State Administrators of Vocational Rehabilitation (CSVAR), the National Employment Team as well as the DBTAC and National Network of ADA centers and the US Business Leadership Network (USBLN). This

series is also being supported by the DBTAC Southeast ADA Center and the Southeast TACE. The purpose of today's webinar is to learn about structuring and the implementation and management of the centralizing reasonable accommodation process. The centralize reasonable accommodation process are focused on removing barriers that tend to prevent managers from hiring, retaining and promoting individuals with disabilities in an organization. We have an incredible group of speakers today and I want to thank them all for being here and taking time to spend with us this afternoon. I would like to ask you, if you would to save any questions that you might have until the very end of today's webinar. After we have heard from all of our panelists we will have about 20 minutes at the end to take any questions and provide answers for you.

When we get to the point at the end then we will then -- you will want to type those questions in to the chat area located at the right-side of your screen and Steffany Stevens will also be able to assist us with that when the time comes. So again, thank you so much for joining us. At this

point do I want to introduce our first two speakers for today Susan Schwartz and Allison Levy. Susan has over 25 years of experience working with the Department of Transportation and since 2005 she has served as the manager of the Department of Disability Resource Center, a centrally funded as a service delivery program for workplace accommodations for employees and applicants with disabilities. The center provides accommodation services nationwide as well as information, technical assistance and support to the department. And efforts to be inclusive of employees with disabilities to the selective placement program, its disability awareness and Section 508 education and outreach activities. Allison Levy who will also be co presenting this afternoon serves as the program manager for the selective placement program. She has over 19 years of experience working to improve the employment of people with disabilities in the nonprofit post secondary, and federal government sectors. She has been employed at the U.S. Department of Transportation headquarters for over nine years and the

disability Resource center. She has worked as part of a core team in providing reasonable accommodations, marketing and our reach. The development of policies, procedures and structures for the center. And mostly recently in the area of recruitment of persons with severe disabilities to the Department of Transportation at the national level. With that I would like to turn that over to Susan and Allison.

Slide 2: Disability Resource Center

Allison: Thanks bring much and thanks for the opportunity to talk with you folks today appeared as a former DBTAC employee I really appreciate all that you were doing in the private industry to help improve employment of people with disabilities. By the way, this is Allison Levy talking first and Susan and I will alternate in a little bit through our slides.

Slide 3: U.S. Department of Transportation

Starting out on slide number 3. I will talk about the Department of Transportation's structure. We are very decentralized. We have about 12 different operating administration sections. We operate under the DOT umbrella and the other

administrations like the Federal Aviation Administration, the Federal Highway, Federal Transit, you get the idea. We have approximately 58,000 employees across the nation with a presence in every state. The Federal Aviation administration represents about 82% of our population with 48,500 folks. Most of these FAA jobs have stringent medical requirements such as air-traffic controllers and other safety and security related jobs. We are getting tremendous support and have a rather consistently throughout the years all the way from our upper level management, the secretary on down. In fact the center was established originally back in 1999 by a grass-roots effort of current employees with disabilities who were concerned about not getting their accommodation needs met. When they spoke up at the town hall meeting with the Secretary, the Secretary issued a task force to develop research and develop how we could better address accommodations and from there are center has evolved and from there our center has established and the evolved. Okay, Susan?

Slide 4: A Centralized Approach: Benefits

Susan: Hi, this is Susan Schwartz and I will talk about the centralized approach and some of the benefits. First we are on slide number four talking about eliminating the financial barriers for managers and employees. In the centralized approach, managers are able to focus on managing the mission that they are targeted to do in their position and not worry about the funding for accommodations. We are the centralized funding and pay for the majority of accommodations here at the department. Not all and I will talk a little bit about that later in another slide. We recognize that accommodation costs for managers, if they are not budgeting in their program could be a deterrent to hiring or even promoting individuals with disabilities which could lead to discrimination. Prior to the center been established, actual employees paid for their own accommodations in some circumstances so that eliminates the need for them to do that unless it is a personal item. Talking a little bit about the cost savings, the economies of scale that we employ here at the Department by

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utilizing contracts for the department we have a headquarters interpreting service contract which is quite large as well as regional interpreting service which is quite large. We have a personal assistant headquarters contract that can be utilized by field employees so it is a nationwide contract. Some of those service contracts, you know, they help reduce hourly rates, cancellations, late fees that may be awarded if you were buying services on an ad hoc basis. Typically contractors we can negotiate by having this larger contract in place and reduce those late fees or cancellation fees because we are purchasing potential large amount of hours in interpreting services. We also work with the Department of Defense's computer electronic accommodation program best known as CAP and also both voc rehab agencies. CAP provides us assisted technology and we can utilize their funding for DOT employees, federal employees and we also work with voc rehab agencies as we are hiring new employees that might work with voc rehab to purchase items or work together in concert to make sure that we are getting the individuals

the right type accommodations. It also provides a single source for procurement processing at a cost savings in terms of consolidating administration and volume discounts. There is less demand on program administration staff in terms of what is required in the office is purchasing by credit-card or utilizing their services. With expertise and technical assistance is here in the centralized office in the Disability Resource Center. We also get to spread costs over a longer time frame. To use a more predictable budget impact and our administrations pay into are funding and they are aware of what their costs are going to be on a yearly basis so they are better able to play in terms of contributing to that centralized funding.

Slide 5: Centralized Approach: Benefits (cont.)

Moving on to slide five continuing with some benefits we also facilitate the reasonable accommodation with assistance services. We have the technical expertise and knowledge in one location. The staff, the analysts that work for the accommodations, employees and managers they know what works. For example,

with the information technology, if we are purchasing assistive technology we know what will work on our network and what will work with other software or other accommodations that an individual might have or equipment. We know what is approved, and again, what will work which is important. We can also provide this in a consistent manner by having an accommodation process that we follow. Talking about a centralized data tracking. Recently our department of the Office of Civil Rights established a new automated tracking system for the whole department. Each manager will be required to put in their employees accommodations so this is brand new that we are just getting started in the last 60 to 90 days. So we're working through the Department, the civil rights office, the program managers are training their managers on how to use the system, very user-friendly, it is web-based. Each manager will be responsible for entering and tracking the accommodations. Every time they meet with an employee they will have to track when the meet so that they can document the interactive process to insure that the

department is following our accommodation order. With that, and I am going to pass it on to Allison to talk about our efforts to increase employment and advancement of persons with disabilities.

Allison: Just a couple years ago, I think it has been closer to three years now we added a new service to the center and that is my new role. That is helping the employment advancements retention of persons with disabilities. We felt that this was best situated within our office because it is a nice piggyback with what we're trying to do with reasonable accommodations. We want to meet the needs of all applicants and employees for the full life cycle of their experience in working with DOT. So by working very closely we are able to make sure that accommodation needs are met, and that the hiring process is accessible. Recruitment efforts throughout the department include reaching out to people with disabilities and that we are meeting their accommodation needs throughout the whole life cycle at DOT. We also do an awful lot of education and outreach and consultation not only within the department with

employees and managers but externally we try to reach out to folks like VR counselors and other job outreach and other agencies if they have questions about establishing their own centers. We partner with a lot of different people and share information that we have learned because we find that we're learning a lot more in sharing resources as well. Back over to you, Susan, on slide number six, please.

Slide 6: Accommodations Provided

Susan: Thank you, this is Susan Schwartz again. As I mentioned earlier even though there is a centralized budget to fund the majority of accommodations, there are other accommodations that would be the responsibility of the employees' office or operating administration to fund. And some of those are facility modifications such as an individual needed a different desk raised to a different level and standard office equipment such as keyboards. Most of our keyboards now are ergonomic; our monitors are larger than they used to be. We are refreshing out equipment. And assistive technology consumables such as paper, batteries, light

bulbs. Every day supply is that an employee would need to be productive. So those things are paid for by the operating administration or the employee division in most cases. Equipment maintenance to maintain the equipment. Again, that would be the responsibility of the office that the employee works in. Some of the other things that we do not have control over and a lot of these things we can provide value in terms of working with the manager or our facility folks to assist them, you know and coming up with solutions or making recommendations. So even though we may not actually fund an accommodation listed under other sources we can provide value in terms of providing technical assistance and other resources outside of the department such as JAN. Some of the other accommodations that I am sure you are familiar with, that employees may request for a manager would be the one the decision maker is on their schedules, work schedules, teleworking, office space or job duty and employees are responsible for purchasing any personal use items such as hearing aids, eyeglasses,

wheelchairs and personal scooters. As we move to the next slide, number seven, I want to talk a little bit about accommodations and how we facility here in the Department.

Slide 7: DRC Facilitates Accommodations

Allison: Thanks, Susan. This is Allison. We want to provide a brief overview of what our process is and this is pretty mirrors much what is required by EEOC. Basically we have a one-page back-to-back forms, a reasonable accommodation form where we ask people to complete it to give us some basic information, contact information, a supervisor's name or any limitations that they are experiencing or what accommodation they think would be effective. That gets forwarded to our office and the request gets assigned to a staff person, DRC, Disability Research Consultant and Analyst, we have tow people who work on accommodation requests. They make sure that the supervisor is in the loop in knowing this request has been made and they really kick in the active process. They help the manager facilitate the reasonable accommodation process with the employee. There may be sometimes when the manager

contacts us first and we will bring in the employee and sometimes they come to us first and do not feel comfortable disclosing their disability yet and they may not understand a lot about their limitations because it may be a new disability that the acquired while working here at DOT. We work with the manager giving them a little technical assistance, the ADA definition of disability and other internal resources such as civil rights and other HR offices and the legal office of course. Susan mentioned that the Job Accommodation Network is an excellent research source for people at this stage. Particularly for managers unfamiliar with this type of disability. When we have our inquiry we typically refer them to the fact sheets on the Job Accommodation Network. So we do value and greatly use that resource. I will make one minor adjustment.

Okay, so once we receive the accommodation request we make it very interactive and the manager and employee and DRC staff person meet and talk about what the person's needs are and potential solutions and then it all gets folded into an action plan which is basically a

document that evidences what the limitations are and what the accommodations will be and all three parties sign off on the action plan and then we make the purchase or put into motion. Once everything has been procured if they receive a new type of technology and need training our office would also make arrangements to set up training for the individual as well and try to inform the manager the sometimes in the technology comes into play, there will be a learning curve and there needs to be a little bit of time allocated to give a person a chance to ramp up on it. Then we provide a follow up and evaluation as well to make sure that things are going well and educate the managers on the fact that accommodations are not concrete. They can be ever-changing and needs change over time so we may be revisiting the process some point down the world if something is seen not effective we will make modifications as needed and just amend the action plan that was already signed.

Slide 8: An Interactive Process = Success!

Let's go to the next slide which is slide number eight. This is a diagram which shows both the employee, the supervisor and the DRC work together collaboratively and we feel that when these three circles meet we find that it is workplace success. This is a way to make sure that the accommodations are effective and, of course, reasonable.

Susan: Hi, this is Susan again. I would like to summarize a little bit about important aspects of a centralized center if you are thinking in terms of developing a center. One, if you include individuals from your disability community if you think about what your centralized office would encompass I think that would go a long way. Not only in the beginning but in the process. We do, do that. There are a number of individuals with disabilities who are on the task force committee that Allison had mentioned in terms of research and options and what they believe should be included. And looking at costs, what is the cost to set up an office as well as the funding required to maintain the Office. We are continuing to get customer feedback and one of

the ways that we do that is through surveys. That can be done after we close a case we send out a survey to the employee and the manager to find out if the service that we provided was good service and the fact that they got what they needed or any suggestions for improvement. Basically what worked and what didn't. We also have a disability advisory board. We have several groups DOT ADA and deaf DOT here that are very active that represent the disability community as two groups and they serve on this disability advisory board and we meet every couple months to let them know what we are doing and what are the things that we are working on, do they have feedback, suggestions for Improvement? We have in our signatures when we send out e-mails, individuals have an opportunity to provide an anonymous feedback by answering questions to resurvey. We have work with our disability community along with our civil rights office along with some other folks to develop a handbook because it is really important as I talked about earlier about consistent services. We wanted to make sure that when people are

coming to the disability Resource Center they know what services we can and cannot provide. The managers are aware of what we can and cannot fund in terms of accommodation so we have worked very hard on a DRC service handbook which is on the web along with the departmental order on accommodations. So as you are thinking about developing a centered these are all important aspects in terms of educating your customers about what services are going to be provided within your organization.

Slide 9: Location and Contact Info

And then the last slide, number nine, we have our information about our center, phone number. If you would like to ask Allison and I any questions after today feel free to call our main office and feel free to call our main office number and we would be happy to answer any question.

Beth: Thank you Allison and Susan, that was great information, thank you so much.

Slide 10: Discussion of Centralized Accommodations Budget

Our next presenter comes to us from Microsoft Corporation, Loren Mikola who is a disability and inclusion program manager. Loren has been with the Microsoft Company for 11 years and spent the majority of that time working as a software test engineer in the Windows Division and also testing audio compression software for windows media player as well as a music playback for smart phones. He currently is part of the global diversity and inclusion team where his primary areas of responsibility involves making Microsoft facilities and culture as inclusive as possible for people with disabilities. Loren will talk to us about the centralized accommodations budget, Loren, I will turn it over to you.

Loren: Yes, good morning and good afternoon to everyone. So Beth, are we on slide ten currently?

Beth: Yes, we are.

Slide 11: Main Points to Discuss

Loren: So we can go to slide eleven please. This is just a little bit of an outline of what I would like to cover. So the first I want to talk about is my role and why centralized budget it is a good idea and see the issue from the employee with a disability's perspective as well as the HR perspective and then this last one, closing comments and things, we will kind of wait until the end for that.

Slide 12: My Role

So let's go to the next slide which should be slide twelve. as Beth was saying, I have been at Microsoft for 11 years and I have a visual disability did I am actually blind. My job is to make Microsoft as inclusive of a place as possible for people with disabilities and because we are a large global company many partnerships need to exist and specifically to accommodations, of those partnerships would include our benefits team for accommodations for people who may need an adjusted work schedule, different medical needs, etc. So I work very closely with our benefits team to

determine the best course of action and also work with employees as was alluded to by our previous speakers as well as their management team why don't we go ahead and take it on to slide 13.

Slide 13: A Centralized Budget Makes Sense

Here is where we can get into the meat of my presentation. That first bullet here: “Eliminates Reasons for Exclusion” is probably the most important point if you get anything out of my presentation here. What I mean by that is that if there is a centralized pool of money to pay for an accommodation, and then that gives or does not give a manager or team any reason to not hire somebody with a disability. So what sometimes happens is that if they think that accommodations are expensive, and our research by the job accommodations ahs told us that is rarely the case, if for some reason it was and they did work at a high-tech company and did need an expensive accommodation someone might say, oh, if I hire a person with a disability this accommodation will go against my team's budget and will hurt other members of the team. With a centralized budget that

argument goes out the window because, just that, there is a centralized pool of money that is used for that accommodation. So that individual's project or a team will not be impacted at all negative leap from a financial standpoint. The other thing that was also discussed earlier, it also centralizes the subject matter expertise, if you will, it is a lot easier if a few people can build a relationship like, for example, we have at Microsoft built relationships overtime with local vendors as well as national vendors of the accessible technologies as well as various trainings that are best of breed. So we actually offer training for employees with disabilities as they come on board as well as their team to kind of debunk stereotypes and give Best practices and etiquette training. We have partners that we know that our best in field to do that training for us. So having a few folks that can dive deep and find these vendors because it expedites the process and when employees see that they need something, we will work with them and their manager as well as the benefits group and our third-party vendor if they need a specific

device whether it's someone who is deaf or hard of hearing or with visual disability they can get the best accommodation for their needs. As they stated earlier as well, they do not know exactly what they need that is with the vendor relationships become important because I can say, I will put you in touch with so and so from the hearing speech and deafness centered in Washington in the Seattle area and just work with them one on one and when you decide what meets your needs then let me know and I will e-mail the benefits accommodation folks that I deal with what you need, let me know and I will e-mail them and get that for us could the other thing is that many vendors have a 30 day trial period so that people can try something out. If it does not work, we can get them something else. So just building those relationships is a lot easier when it is more centralized so that our vendors know exactly who they are dealing with at the company. Obviously it's also easier to track because it is centralized and you know how much money is coming in and how much money is needed for future planning and tracking which is very

important in these more fiscally responsible times if you will. Then to reiterate, that it's easier to manage those vendor relationships and contacts if his centralized as well. And then the employees also. Employees in the U.S. and globally actually know just to e-mail me or my team and we will immediately get to work on their request. So let's go on to the next slide which would be slide 14.

Slide 14: My Experience With The Process

This is just kind of my experience at Microsoft. When I came to Microsoft, there was never a question regarding any kind of pushed back at all about what I would need. It was basically Microsoft's culture revolves around basically if the person is qualified to get the job and to do the work, that is the important factor. And then whatever the person brings to the table or whatever adjustments they might need to be as productive as possible, that is provided. I received my equipment in a timely manner. I felt totally empowered. I received my equipment in a timely manner and I felt totally empowered to pick the accommodations that I needed and the screen reader that I used and it was never an

awkward or I never felt in an awkward position to request something that last line there on the slide, the Braille embosser story it sort of speaks to the situation. I was going to meetings and sometimes I was not as productive because I did not have the notes for the meeting in braille so I would have to bring my laptop or memorize the notes and I mentioned this to my manager and said, while, there are Braille embossers or Braille printers out there but they are expensive. He interrupted me and said, just order one.

And I said, really? He said, if it will make you more productive, just get it. It speaks to what I have spoken to previously about, what ever we need to do our best work it is provided. I ended up getting a Joliet Pro back in the days and it is still sitting right to my right on the desk now so just getting that, I was maybe trying to be too responsible but my managers saw the need for me to have the Braille embosser printer so there was no problem me getting that.

Let's move on to slide 15, actually, that is it. That is basically my presentation here. I am trying to think of any closing comments but I

guess in closing I think having the centralized budget is a great way to help centralize both the knowledge and subject matter expertise as well as to help track what money is coming in and what accommodations are being given. And also builds a nice, historical record so that as your business grows and as you hopefully hire more people with disabilities, you have an idea of the people have used in the past. That is a great sort of present that you can build for the future and a great body of knowledge that you can build up when you do centralized. I would like to turn it back over to our moderator and any questions that you have, I will be here until the end of the presentation.

Beth: Great, thank you so much, Loren. Really great information.

Loren: Your welcome.

Slide 15: Lockheed Martin's Focus on Ability (FOA) Team

Beth: Our next presenters both come from Lockheed Martin. Mirelle King who is the senior manager of Compliance with in the Equal Employment Opportunity service area and I believe both work on the Focus on Ability

Team. Mirelle has been the senior manager of the compliance and program area and is responsible for overseeing all of the aspects of compliance reviews conducted by the Department of Labor's Office of Federal Contract program and for those federal contractors that may be on the line I am sure that you have the response right now because that is a very well-known agency. So she oversees those compliance reviews. Additionally she has over ten years of service with Lockheed Martin and experience in the EEO field and also experience with HR Business Partners with in the pension's area and with the employers operations department so please join me in welcoming Mirelle King.

Mirelle: Thank you, Beth. I did want to say that one other piece of my responsibilities currently is leading our Focus on Abilities team which I am going to talk a little bit more about. I did want to say that another piece of my responsibilities is leading the abilities team. This a little bit of background, we are headquartered in Bethesda, Maryland and Lockheed Martin is a global security company

and we employ about 140,000 employees worldwide.

Slide 16 & 17: U.S. Disability Statistics- Population

We will move on to slide sixteen. This is some information that I know probably everyone on this call is familiar with in terms of our disability population all in the United States but I do like to include this in any chart pack when I talk about the focus on ability team which to consider what a large population that there is out there.

Slide 18: Disability Information

I want to move on to slide eighteen and again, this is and will bit more information because it is the largest minority population in this is pretty important for us to consider. One of the things that I also think is of consideration is that the fact that as our population continues to age so does the number of people with disabilities and we have a number who are armed services folks, a lot of them are returning from active duty with disabilities so that is an active area of information.

Slide 19: Corporate Policy Statement

Now we will move to slide nineteen, in January 2008 Lockheed Martin decided to enact a corporate policy stipulating what are reasonable accommodation process will be for both employees and applicants. Obviously while all of Lockheed Martin did have processes in place but we needed to be consistent and something that our employees could reference and truly understand the process of asking for an accommodation and what the employer would consider. So while this process and policy was put in place in early 2008 and we were excited to see that with the passage of the ADA Amendment Act later in 2008, in September, that our process did fit nicely with the Amendments Act because as you know we focused on the amendments act and not for employers to consider whether or not the person met the definition of a disability but instead what can you do to help this person do their job? I thought that was positive considering that is exactly how our policy read.

Slide 20: Our Experience

This is just some of our experience, meaning Lockheed Martin. Even though we have been tracking our accommodations in our central database which is a people soft platforms and we do maintain that information in our system of record we do not allow any business to see that information. And by business I mean within Lockheed Martin to see that information unless they own that employee so to speak so that that information is protected for that employee. But we allowed our other HR folks to use that database to see the types of requests being asked for and to see what other businesses are providing employees. So we really use it as a way to look for best practices. In addition, we also have a sort of Focus on Ability team which is made up of individuals across the business and really has a lot of functional areas represented within that group. We have a monthly meeting and as a part of our monthly meeting we do discuss first what success stories we have. Secondly any particular difficult requests that have come forward because we need to consider things out of the

box and many of us have heard JAN speak and I know one of the things that they talk about is sometimes it's just been creative. Thinking outside of the normal constraints that you have and coming up with new, invented solutions that might help the employee to better do their job. Thirdly, we do talk about recommended best practices. Again, kind of using the platform for we are tracking all our accommodations to see, what is working well and what can other folks within our business utilized as well? Additionally one of the things that I was excited to see on this webinar today was Loren speaking about their centralized budget because that is one of the things that we're looking into. It is something that we have not been able to do because we did not have any metrics in place to see what that would mean. But with the ability of now tracking that information in our tools we are now strongly considering moving to centralized budget for accommodations and Loren I might be picking your brain later on.

Loren: No problem.

Mirelle: Thank you.

Slide 21: Focus on Ability (FOA)

So we are on to slide twenty-one and this is our Focus on Ability chart and obviously the names probably do not mean anything to anybody on this call. The reason I wanted to use it was to show that this is really a cross functional units. One of the things that we have done is have a corporate sponsor so that we do have some peace to our group. Does not just a group of people trying to push something. We actually have some sponsorship and people helping our agenda. You can see that I am currently leading that team. That is a rotational assignment so I will not be leading it forever. But we do have a number of functional folks involved in this area including staffing folks, training folks, we obviously have EEO folks, and communications and some of our IT folks as well because when you're talking about accommodations you are touching a whole lot of pieces of the business so I think it's important to have a cross functional team involved in it.

Slide 22: FOA Accomplishments

And then slide twenty-two is really talking about our Focus on Ability accomplishments. I think our biggest feat over the past five years was getting out of our CPS our corporate policy statement to put a policy in place that really allowed for a standardized process. I know that Jessica will be talking after me in a few minutes about one of our business unit practices because our policy is written in such a way that is flexible enough that it works for individualized business. So she will be talking about their practices in regards to our policy. And then one of our other accomplishments that I want to point out is our participation in the seamless transition and apprenticeship program. It is just excellent. It is in partnership with the Veterans' Administration. It is a two year apprenticeship program for veterans with disabilities. It is something that began just with our contracts type of job and started to move into more IT jobs as well and many of our businesses within Lockheed Martin are very excited about this and really want to get involved with this.

Slide 23: FOA Accomplishments (cont.)

We will move on to slide number twenty-three. This talks about some of the things that we are doing. One of the things that I want to point out is that while we do continue to recognize and celebrate October as NDEAM (National Disability Employment Awareness Month), we are moving to more of a yearlong celebration with activities and communications because we just do not think one month is long enough to devote to this important topic. Not to mention that this month actual shares its month with I think it is National Hispanic Heritage month. We had a lot of competing things going on that same month so we wanted to make sure that we were getting the message out clearly to folks. Lastly on the slide we talked about creating some disability related resources that we make available for managers, HR and our employees. We want to make sure that when we are making such an effort to bring folks on board. So I think our managers are all on board with this process. We need to insure that when folks join a team and become part of the corporation that they are included and welcome

in a very good and conclusive environment. So we allow for tools of their that folks can access because sometimes it can just be common sense where people may be uncomfortable working the someone who was a little bit different than they are and I think it's a good reminder that helps people understand better how they might really communicate with someone a little bit different than themselves.

Slide 24: Additional Internal Groups

Okay, slide twenty-four talks about some of our other internal groups that we work with. We do have our IT group which is our Adaptive Technology Center of excellence. What they do is test and recommend different IT related tools that can help in the workplace and a to a phenomenal job with recommending different types of programs, a different types of tools that can assist employees to be able to better do their job. Then we have over 100 affinity groups corporate wide. Some of which have a focus on employees with disabilities which really helps to raise awareness on about people with disabilities in the workplace. Finally we have a human factors and usability Engineering group

which help to identify and ensure that we're doing what needs to be done in terms of making sure that our web site, our tools are all accessible. Certainly there are a host of different types of disabilities that our employees might have. So what might work for one person with one type of disability may not work for someone else. So they do a really great job of using folks with different levels of disabilities to test the products and make sure that our information and our tools and our web sites are accessible to as many people as we can make happen.

Slide 25: Recognition For Our Success

Okay, so then we move on to slide 25 which we want to talk about a couple things that we were recognized for. We did receive the Department of Labor's New Freedom Initiative word which is strongly related to the program that we had in terms of the seamless transition program because it is such a fantastic program. So that was quite a positive thing for us. We were pretty excited to get it. We were ranked as one of the best employers for people with disabilities by the Careers and the Disable Magazine so that

was all so exciting for us. So while Lockheed Martin has been recognized for our work that we do we continue to set objectives and focus on areas of improvement. Currently some of our key objectives that we're working on for next year include identifying and implementing best practices. Really it is the webinars like this where we are able to hear what other companies or other government agencies are doing that we can get some really great ideas because I think learning what other folks are doing and finding is successful for them can help all of us. so thank you for hosting this webinar, it is really just fantastic to hear the other presenters. Again, we do want to continue to improve our recruiting efforts and our outreach to veterans, students and others with disabilities. I think I glossed over in one of my slides that I had something about some of our partnerships in terms of folks that we work with including In Roads and Emerging Leaders because we work very closely in trying to encourage folks who are coming out of school to bring them in as interns and coops to begin their lifelong careers with Lockheed Martin.

Lastly, we are working to insure that we have continued accessibility within Lockheed Martin in our facilities, staffing processes and any of our Web tools or anything else that we might be using. So I will turn it over to Jessica to talk about the specific process that they are using at one of the business units within Lockheed Martin.

Slide 26: Local Accommodations Implementation

Beth: That's great. And this is Beth, let me go ahead and introduce Jessica as well and thank you so much. That was just great information. We are now going to shift to Jessica. She is also a member of the Equal Employment Opportunity and Affirmative Action Program but she leads a system integration group. She is going to talk to us about local accommodations and implementation. Jessica, I will turn it over to you.

Jessica: Great and thank you very much. I just want to spend a few minutes piggybacking on Mirelle's great overview of our corporate accommodation process and focus on a local level of implementation.

Slide 27: Local Level Implementation

Slide twenty-seven. As Mirelle mentioned, Lockheed Martin has a problem the approximately 140 million employees company wide. So our large company is broken into five business areas. Now, the sight that I work at is located in Owego New York and it is a business area of nearly 3,000 employees located just west of Binghamton. Business areas and business units follow the corporate policy statement or CPS for accommodations as we call it. CPS is written in a manner that gives to local states flexibility to implement the policy that best works for the specific businesses. And at Owego our accommodations process review and approve accommodation request.

Slide 28: Owego Process Overview

You can go on to the next slide twenty-eight. Getting into a little more detail about Owego's specific classification. We have three main classifications for accommodations. We have active employee requests, a job applicant's request, and employees returning from medical leave. Employees are notified of the

accommodation process and other EEO affirmative action related information during their new hire orientation session. They are also shown where they can access all of our CPSs which include all of the accommodations CPS. Generally discuss the needs with the manager and the manager and the HR team engage with the medical team. Typically employees fill out a standard request form for the accommodation and the manager fills out an essential job function evaluation on the employees specific job responsibility. Both of these forms get submitted to HR and medical for review. If there is any necessary medical documentation, that information is reviewed by the medical team. Some examples of past requests are voice dictation software and we have some interpreters on site for hard hearing impaired employees. Job applicants sometimes request accommodations prior to coming to interviews. Our recruiters, the interviewers and the HR and medical team typically work together. For example a candidate that requests first-class travel due to air circulation issues. Medical leave may require temporary work restriction or

temporary accommodation. These are worked primarily through our medical department. HR does become involved as appropriate.

Slide 29: Additional Information

Moving on to slide twenty-nine,. In this last chart I just want to talk about some of our accommodations in Owego. We track all of these accommodations using a corporate centralize tool that Mirelle outlined. Before this tool was a created we tried everything on spreadsheets at a local level so the centralize tools really enhanced our ability to track these accommodations and that tracking is very helpful for us to understand cost impact and trends. We are also in the beginning stages of using a formal method to survey our employees with accommodations to help us further streamline the process Mirelle also touched upon the affinity group at Lockheed Martin. We have over 100 company wide and locally here at Owego we have several here with one focusing specifically on employees with disabilities and our local group is called ABLED and they do an excellent job of raising awareness about people with disabilities in the

workplace. One awareness event that they held last year to help celebrate the National Disabilities Awareness Month is that they brought in a local business college professor during a lunch and learn session and he was very well received and very upbeat and he focused on overcoming challenges and the upside to disabilities. So I hope this presentation has helped give you a good understanding of how Lockheed Martin centralizes the accommodation process and how that is implemented at local levels. Definitely thank you. I know Mirelle and I would both like to thank you for having us here and giving us the opportunity to present today.

Beth: Thank you so much, Jessica and thank you Mirelle. Moving on to our final speaker, last but certainly not least is Ann Hirsh. Ann Hirsh is the co-director of a household name for those of you who has a remote level of engagement with the disability work within your organizations and that is the Job Accommodation Network (JAN). Ann Hirsh began with JAN back in 1986 and she became a consultant in 1988 and she then was appointed to be the associate

manager in 1994 and in the fall of 2007 became the co-director of the Job Accommodation Network. So with that I want to turn it over to Ann Hirsh to talk about resources for accommodating workers with disabilities.

Slide 30: The Job Accommodation Network

Anne: Thank you in thank you to all of the partners for giving us this opportunity to participate today. It really is an honor to be on this call with such great employers. I was asked to give you an overview of JAN and how you and your staff can use our services to help with job accommodation issues. I want to touch on the key elements that we have heard from employers, employees and job applicants about effective job application process. Can we go to the next slide?

Slide 31: JAN is Used For

Let's begin quickly with who is JAN in case there are some people on this call who have not heard about us. JAN is a service of the U.S. Department of Labor's Office of Disability Employment Policy or ODEP. Our primary purpose is to provide consultation, information

and practical solutions on job accommodation issues and the ADA and its amendment with the goal of improving workplace productivity for all employees. We also have a project that provides consultation on starting or improving a small business owned by people with disabilities.

Slide 32: Benefits of JAN

Let's go to slide number thirty-two. JAN has been in service for over 25 years. Our staff of professional consultants has experience in all kinds of industries and jobs and a national perspective from the traveling and training and talking to different people from all parts of the U.S. that we work with. JAN is also free, your tax dollars at work. There is no cost for these very private confidential consultations. We are easy to use via the web and telephone. You can be honest and upfront with speaking with a JAN consultant. And there is not one situation that we have not heard or dealt with from an unbiased perspective.

Slide 33: JAN Experience

How do we work? When you call or e-mail JAN your question will be forwarded to the specialist on duty. We are split among four teams and the largest busiest team is the motor mobility team. Many of these calls include traditional disability issues such as multiple sclerosis, quadriplegia, cerebral palsy and non-traditional impairments such as carpal tunnel syndrome, back conditions and other industrial type injuries. The cognitive-psychiatric team provides information on accommodation for individuals with learning disabilities, bi-polar disorder, depression, traumatic brain injury and other neurological conditions. Our sensory teams you would imagine deals with conditions that involve respiratory, vision or hearing impairment. Conditions like diabetes and HIV fall under the sensory team as well. We also have an entrepreneurship team which provides information on how individuals with disabilities can start their own business..

Slide 34: Using JAN

Who do we work with? Primarily our customer base is employers individuals with disabilities or medical conditions or impairments they do not consider them self a person with a disability, their family members, service providers, a lot of vocational rehab professionals as well as with attorneys and physicians. We hear from all types of industries and about people with all types of medical conditions. Again, our services are confidential. We do not release names of individuals or companies who have contacted us and JAN is never closed, with our extensive web site you have access to accommodation information 24/7.

Slide 35: JAN Uses

So what can you expect when you start with JAN? Well, it depends on what meets your needs. We try to meet out customer where they are to provide the most helpful information. We run the gamut of workplace issues. We have over 220 Technical Assistance documents on our web site, several on-line tools to assist with process and guidance questions. We do

accommodation benefit and cost research and all of this gives us the ability to help push information back to our funding agency, ODEP to make change in policy development.

Slide 36: Benefits & Costs: JAN Study

One way that we develop these resources for you is to conduct follow-up research on contacts to JAN. We ask employers and others of those that contact in the initial phone or e-mail consultation if they would be interested in participating in a follow-up study. If they agree, it is possible that they would be contacted by our subcontractors who conduct the study approximately eight weeks after the initial contact at JAN. At this time they are asked a series of questions that get at customer satisfaction, the use of JAN service as well as details of whether accommodations was implemented, how it worked, how well it worked, what worked, who paid for it, how did they pay for it? How much did it cost and all those questions. We also get the benefit of implementing the accommodation.

Slide 37: Benefits & Costs: Participants

Next slide. We report and update this data Annually. And a lot of you might be familiar with some of that cost information. As of July 31st, 2009 we interviewed a total of 1,545 employers and this is an ongoing study with data gathered over a number of years, we continue to gather this data today. Possibly some of you might be involved in this study in the future if you are interested.

Slide 38: Benefits & Costs: Results

Let's go over some of the results. This may be familiar to some although this report was released September 1st 2009 with our updated figures. So if you do not have the updated report you can go to our web site and get it as well. Employers report to us that over half or 56% of accommodations that they implemented were done at no cost. This may include things like allowing for a scheduled modification, allowing someone to work from home, allowing the use of a service animal or maybe using software that is already on a computer but they did not know how to use it yet. Of the 37% of

employers that experienced a onetime cost to make an accommodation, the typical cost is \$600. Only 23 of these 1500 employers reported to us an ongoing annual cost. An additional nine employers reported a combination of one time and annual costs. From our research and service the cost of accommodation itself may not be the primary barrier, although it is an issue. We know that employers need to and are dressing like you have heard from these great employers today. We see the benefit and hear from employers creating centralized accommodation funds. If it is appropriate based on the company culture. I will get into some of the other barriers in a few minutes here.

Slide 39: Direct & Indirect Benefits

Let's now talk about what employers talk to us they find to be the direct and indirect benefits of implementing effective accommodation. 88% report that they have retained valuable employees. 72% percent report implementing accommodations increased that employee's productivity. Concerning indirect benefits, 69% indicated that accommodation improved

interaction with co-workers. 61% felt an overall increase in companywide morale. While 57% noticed an increase in the overall company productivity. Effective accommodations definitely influences the bottom line.

Slide 40: Select JAN Resources

On this next slide I am going to give you some links to various resources to get you started in using JAN. The first is a guide (Employers Practical Guide to Reasonable Accommodation Under the ADA <http://www.jan.wvu.edu/Erguide/index.htm>) that came about after much conversation with employers about their process of accommodation and what works. It covers ADA basics and the reasonable accommodation process for applicants and interviews as well as employees. Sample request and medical documentation forms are included in this web based or paper document. The second document listed (Five Practical Tips for Providing and Maintaining Job Accommodations

<http://www.jan.wvu.edu/media/FivePractical>

Phone: (866) 541-9011 [voice/tty] • Fax: (404) 541-9002
Web: sedbtac.org | Email : sedbtacproject@law.syr.edu

[Tips.doc](#)) is our five practical tips for accommodations. One important element identified in this document is the need to continually train supervisors and managers. I think all of our speakers reference to some of the training that they do with their supervisors and managers. One of the biggest red flags that we see here at JAN related to problems with accommodations process is when supervised or managers are not knowledgeable or understanding of their companies accommodation process the front line supervisor or manager is often the first person approached by an individual needing an accommodation. We find that many do not know how to recognize a request to see to initial that company's accommodation process. This is why we stress the need to train supervisors and revisit the issue over time. We also encourage employers to plan for change. Another big red plan that we hear about is from individuals who have been accommodated for quite some time but during the process of change in management, information about that accommodation in place was not conveyed to

the new manager and the process breaks down. Accommodation policies need to include methods for planning for change, change in the supervisor, change in equipment or perhaps the individuals conditions. One thing that I liked hearing from all the speakers when they released a decision maker, it is probably the third big red flag that we hear about in accommodation process is that there is no decision maker. There is a discussion about what needs to be done but sometimes not a decision maker. Last but not least on this slide is a link to the A to Z to disabilities reference web page (A to Z of Disabilities – by Disability and by Topic <http://www.jan.wvu.edu/links/atoz.htm>). I think Allison referenced this at the beginning. Here is where you can go to look up specific disability or employment related topics in alphabetical order. Anything from arthritis to wheelchair use and the topic list on aging, service animals, traveling while on the job. It is an excellent tool for employers to gather information.

Slide 41: SOAR: Search Online Accommodation Resource

Another tool that we have is the searchable online accommodation resource or SOAR. This allows you to independently research accommodation issues and provide information on the condition. For example on this slide we see a list of things like cancer, chronic fatigue, deaf and hard of hearing and the list goes on. The next step in this tool allows you to select limitation associated with the condition and after that select the job function that may have been an issue for the person and finally you get the solution options to consider including the product vendors, if it is needed. Any step in the process you are reminded how to contact JAN directly should you have a specific question or want to discuss your situation with the consultant.

Slide 42: JAN: Other Resources

Last but not least, JAN is quite involved in the various social networks. We are in facebook, linkedin, youtube, twitter and Second Life. We have a live chat feature on our web as well.

We've received inquiries like we do over the phone or via email from most of these networks. We do training sessions in Second Life which is something I am still trying to wrap my brain around. Another reason we began to use these social networking tools was to evaluate the influence their accessibility for people with disabilities. Again, with the goal of improving workplace productivity for all employees.

Slide 43: Contact JAN

I again want to thank the sponsors for including JAN in today's session and for the employers for giving such great information. I do hope that this quick overview is either a reminder for you on JAN resources that are free and available to you or gave you a good introduction to JAN so that you'll check us out in the future. This slide contains our main web page and contact information and we look serving you in the future and I will turn it back over to you for questions.

Q & A

Beth: Thank you, that is a lot of information to cover in a short time but well done. With that, I do want to thank all of our speakers and I hope that the information that we shared here around the Corporate and Organizational infrastructures and the value of having a centralized reasonable accommodation process has helped those of you on today's call that if you have one already perhaps it will assist you in improving that or rethinking that. If you do not, perhaps some of the information here has given you some great ideas and, and turns of how to get started. I believe that having an internal infrastructure like this is so critical and to promote the employment of people with disabilities and to do that effectively. So thanks to all of our speakers and with that I want to turn it back over to Steffany to open it up for questions.

Steffany: Thank you, Beth. I will go ahead now and if you have any questions go ahead and type them in the public chat area. There were a few questions listed earlier so I will go up to a

couple that came on early on in the presentation. Just give me one moment.

The first question is from Joe George and Loren I think this came in while you were presenting. And the question is here at the center for Independent Living, we have vendor contacts for assisted technology and I would surely use your assistance with the IT individuals for disabilities for individuals that are looking for a career in IT.

Loren Hi, this is Lauren. I would recommend because I am actually not in college staffing which is interesting. I know that my title is somewhat misleading in that sense. I primarily am involved and my scope of influence is people who are already hired in or in the interview loop. That being said because of OFCCP we recommend that so everyone gets an equal chance go to our website [Microsoft.com/college](https://www.microsoft.com/college) or [Microsoft.com/jobs](https://www.microsoft.com/jobs) or [careers](https://www.microsoft.com/careers) and take a look at those websites and have your client create a profile and submit their resumes. Just as gatekeeper info, 80, eight out of ten jobs are technical which what I mean by that is typical Bachelor of Science

degrees or computer science and engineering or computer systems and engineering or some other related fields so that is the only caveat that I would put there. Thanks for the question, great question.

Steffany: Okay, thank you. Our next question comes from, let's see Raquel and she says, we currently require all accommodation requests to be sent to HR. However, each department is responsible for the cost of accommodation. How are the funds gathered for a centralized pool and does each department have a percentage taken from their budget?

Beth: Steffany, this is Beth. I guess I can speak to that just from the perspective of our company. We do have a centralized fund. Really that comes just as a high level. It is in line item on the budget overall. We do look to the line of business to support up to \$500 for the accommodation so it is and investment in that team member just like anything else related to training and other things. Then there is a reimbursement out of the funds beyond that \$500 mark. I think others can speak but I think he will find it different for every organization in

terms of what works for the infrastructure that is in place within the various companies. But that is the way that we do it at Wells Fargo.

Loren: This is Loren from Microsoft and I think I agree with that and I would say that someone was mentioning that the accommodations process is also kind of linked to the company's culture and the corporate culture. I do not think that any of us should be prescriptive. I think working with JAN is the best way to tailor something that works for your individual company or non-profit or whatever the case may be.

Allison: This is Allison from DOT. I want to recommend that if you are looking to establish a centralized funding that you be careful in the beginning not to take on too much money. I found that in our earlier years we had this huge pot of money and at the end of each fiscal year we were returning a portion back to the administration which in a way could be good but in a way we needed time to ramp up with our marketing or procedures. I think it is easy to justify asking for money but if you go back the other way it does not look like a good business

practice so I would encourage you to start off conservatively and ask for more money as needed. Other people may disagree but that is my personal perspective and experience here at the Department of Transportation.

Steffany: Okay. Thank you. We will move on to our next question which is from Meg, what are the options for ongoing payment for interpreting services?

Jessica: This is Jessica with Lockheed Martin. We use a local vendor. We use a local organization to provide us with the interpreting services. We do not have any internal interpreters. So there is a cost, but it is a small cost and helps the hearing impaired employees to be very productive. I believe we have two interpreters that come on the site and support two or three hearing impaired employees a couple times a week to help them with department meetings, we'd be having conversations with the manager and so forth but they are not here full-time. I am not sure exactly about the funding.

Loren: Hi, this is Loren for Microsoft again. This is one of those questions that would have to be

tailored specifically to your company or organization. Microsoft has gone both routes in the past. We have used an independent third-party for interpreters for billing ext. Currently we bet our own interpreters. They are not full-time employees they are what are called vendors so they are setup in our system so that they can be paid as subcontractors. Because a lot of employees that use interpreters are in very technical positions, we require a very specific set of skills on the basis of the ASL interpreters. They have to be proficient with microsoftease and sort of our technical acronyms and all of that. To that end we created in years past a video sign language library which has some of the terms that we used most commonly and things like that and we found that to be helpful. As far as billing I know from talking to people in conferences such as C-Sun ect. that it depends on what part of the country that you do business in. I know that the rates for interpreting vary dramatically. Things that we consider are the length of time the person has been interpreting, what levels of certification they might have, employee preferences. There

is quite a potpourri of items that we consider. That is something that you would have to tailor to your own individual needs. Hopefully that helps.

Steffany: Okay, thank you. The next question is from the DBTAC Southeast ADA center. Have you run into a situation where you have depleted your centralized budget resources? And if so, how was that handle?

Allison: This is Allison DOT. We have run out and some of our services have greatly increased in the past couple years. One of those is personal assistance services and sign language interpreter and have increased greatly. So we have occasionally started to run short for the end of our fiscal year. We just go back to our management and state, we are running short this year and a scramble to find money within our own administration to meet that need because we obviously have a business justification and management understands it is not an option, it is something that we have to do.

Loren: I do not know if we have ever ran out. I would definitely assume that this would happen

if we start to run low that we would definitely reassess and come up with funds from somewhere.

Steffany: Our next question is from Pam and it says, for the four presenters what is the total number or percentage of employees employed with you that have disabilities?

Loren: This is Loren from Microsoft. That is confidential unfortunately. I think some of the other companies may say the same. Part of the reason is not to be not forthcoming on that but the fact that not all employees with disabilities choose to self-identify as a person with a disability. Those numbers might be skewed one way or the other. And not all need reasonable accommodations could it all depends on the line of business they are in, what level of disability that they have. I guess how proficient they are at their job. There are so many factors. Even if I were to give numbers they may be skewed one way or the other. I hope that that does not put anyone off but that is Microsoft's stand on that.

Mirell: Yeah, this is Mirell from Lockheed Martin. I would say the same thing. We would

not release that type of information. The other thing I note, when we have folks come forward asking for an accommodation that does not mean that people have self-declared that they have a disability. We may not see that the person has a disability so we do not correlate the two things together.

Loren: Very similar here, too. We do not tote a hard line there. If someone requests an accommodation we cannot say, did you fill out a self-id form and this kind of stuff. We will start working with them.. If we did need that for a medical reason or for a medical way we might need that were determined not on a case-by-case basis.

Beth: This is Beth and I echo exactly what you guys are saying and completely agree. I think if we all knew exactly how many people with disabilities -- I think it would make our job a lot easier in terms of making the argument and justification for the work that we do, but is far more complex than just soliciting that information. People have no obligation to disclose and many of them do not and quite frankly when you're talking about the aging

work force specifically, they do not consider themselves that they have a disability. They may request zoom text because their eyes, the vision is to deteriorating some of the to not consider themselves with a disability. So I echo what has been said already that we do not have that information to disclose.

Anne: This is Anne, we are in the same position here. Just to reiterate, one of the common myths here is that a lot of people think that disability equals a need for accommodation. I believe there is a study out of Rutgers that says that 73% of the time, it is a high number that people do not even need an accommodation so that is an important factor.

Allison: This is a Allison, I really appreciate what all of you have said. We do have a different challenge in that we work in the federal service all of that information is not confidential and is on a website readily available. But for all the reasons that you identified I think our numbers are not accurate. Currently at DOT, the reported numbers of people with disabilities are less than 1%. Although we have been improving over the last three years

incrementally we are not up to 1%. And you may have heard federal wide there is an initiative spun out of the EEOC to reach 2% by 2010 goal. So by the end of this year all federal agencies are strongly encouraged that 2% of their work force should be severe or targeted disabilities which is a higher level of commitment so perhaps just people with disabilities that meet the ADA definition. So, again, for all of the reasons that you all noted from our aging work force, they do not self identify or not everybody needs accommodations we definitely do not have a fair picture on the numbers of people with disabilities, not only at DOT but throughout federal service. I can say that we are very committed to increasing our numbers but again, the numbers are not quite accurate.

Steffany: Okay. Thank you. This next question is from Tammy and it is for Anne Hirsh. I work with people who have disabilities and I try to find employment opportunities for them. I have several that need to work from home, can you offer suggestions?

Anne: Sure, the one suggestion that I have is to get on our website and go through the entrepreneurship section or give us a call and ask to speak with someone at our self-employment or the home business team. That team also has some information on home-based employment that may not be a self employment option. There are some resources out there, but there are a lot of scams out there. So that team can provide information on how to evaluate the information to help people who were looking for work find home-based employment. And I noticed in the public chat session, in case people are not reading that, they provided a specific Web site that they are familiar with that would help find home based employment. It was www.jlodge.com.

Allison: This is Allison. I just wanted to note that DOT is suppose to be a model employer of encouraging people to telework. If folks need to telework as an accommodation, our office will provide the proper technology to enable a person to work from home. So earlier Susan mentioned the items that we did not purchase and one of them being a computer. If a person

is working from home and they need a computer to do so, our office through the reasonable accommodation office would consider making that purchase along with additional software to make sure that that is accessible. I think it is important that people realize that initially when they first become employed it is difficult to telework full-time paid depending on their specific case and the type of work they are trying to do and managers you may be required to come in if at all possible couple days a week and then work into a full-time schedule working from home. That is something to consider. You might need to start off by coming in and then transition to telework, a possibility. There are a lot of resources out there for employers to develop good structured telework programs. We find that more often that those are implemented for current employees as opposed to a new hire working from home for some of those programs. There is a great deal of information out there on telework. If an employer has a structure planned they are much more willing to look at it and see it as a viable option and as a society we are moving

towards and looking at that flexibility in workplaces.

Closing

Steffany: Okay. Thank you very much. I do want to let everybody know that we're coming up on the hour of 3:00 p.m. The end of the webinar session. I do want to let you know that if your question was not answered and you still have a question what I will do is copy all of the questions in the public chat and forward them to our presenters' e-mail. And we will do a FAQ sheet and have them enter the questions and have them post them on our web site within two weeks after our session is over so you guys can have the answers to your questions. Again, they have contact information available for the presenters and I have that here on the screen. If you want to copy down anyone's e-mail address feel free to do that and you can send them your question directly. So with that, we will not be able to take any more questions. I want to thank all of our presenters and remind everyone to make sure that you fill out the evaluation. Again, I will forward the questions to the presenters so that we can put together an

FAQ to post on the Web site. Beth, I will turn it over to you.

Beth: Thank you so much Steffany for your help during this webinar. In closing I want to say a special thanks to our partners that assisted us in the development and delivery of this and that would be Kathy West- Evans and the Council of State Administrators and the National Employment Team, as well as Shelley Kaplan from the DBTAC and the National network of ADA Centers and Jill Houghton who works with me at the US Business Leadership Network. My thanks to you all for the work that you did behind the scenes in coordinating this in today's speakers and presenters. I think that the information shared was invaluable to those businesses and those partners that we have on the phone. And I want to thank you all for your time and energy in putting this together today. So again, thank you and with that, Steffany, if there are any other comments or housekeeping the things that you would like to share, please, go ahead and do that now otherwise have a great afternoon everyone and join us for the next webinar coming soon. I do not know that

we have a date yet but, please be on the lookout for that. Thanks so much.

Steffany: Thank you, Beth. I want you to know that this has been approved for CEU and CRC credit so please go to the web site and take the test to get those credits. Thank you so much and this concludes our session.

[Event Concluded, January 14, 2010]