Neurodiversity
New Frontiers in Talent Management

Pioneering Neurodiversity:
A Blueprint for Action

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Todays Objectives

1. Understand the "business case" for a Neurodiversity program

2. Review a "Blueprint for Action" and implementation model

3. Become inspired to pioneer your own neurodiversity initiative

Autism Facts

1 IN 59 (1 in 37 boys)
NUMBER OF CHILDREN NOW DIAGNOSED

AN ESTIMATED
50,000
NUMBER OF PEOPLE ON THE SPECTRUM WHO
GRADUATE FROM HIGH SCHOOL EACH YEAR

AN ESTIMATED
80-90%
**OF PEOPLE ON THE SPECTRUM
ARE UNEMPLOYED**

AN ESTIMATED
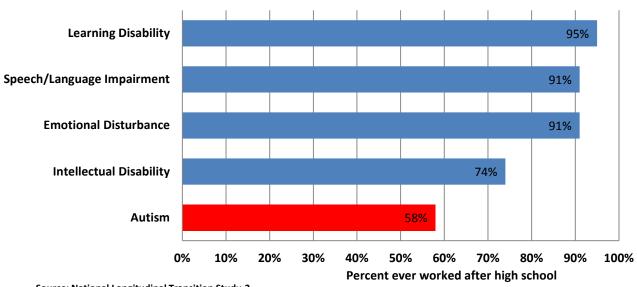## 51%
OF THOSE WORKING ARE UNDEREMPLOYED

BYRD Stadium

Neurodiversity – Employment

The Transition From School to Work

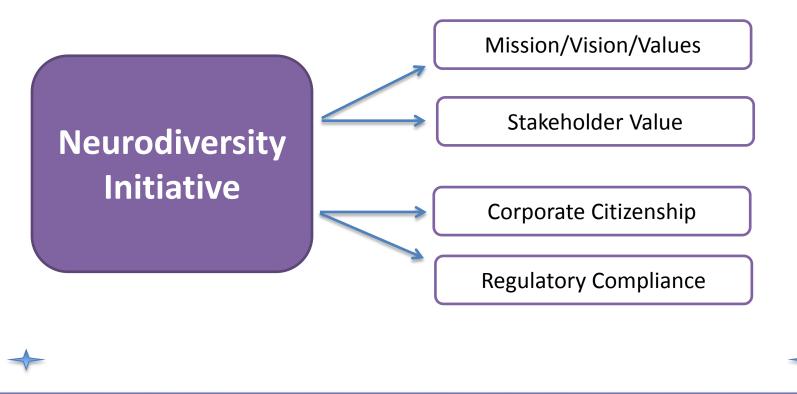**In their early 20s, young adults with autism had far lower rates of employment than their peers**

Category	Percent ever worked after high school
Learning Disability	95%
Speech/Language Impairment	91%
Emotional Disturbance	91%
Intellectual Disability	74%
Autism	58%

Percent ever worked after high school

Source: National Longitudinal Transition Study-2

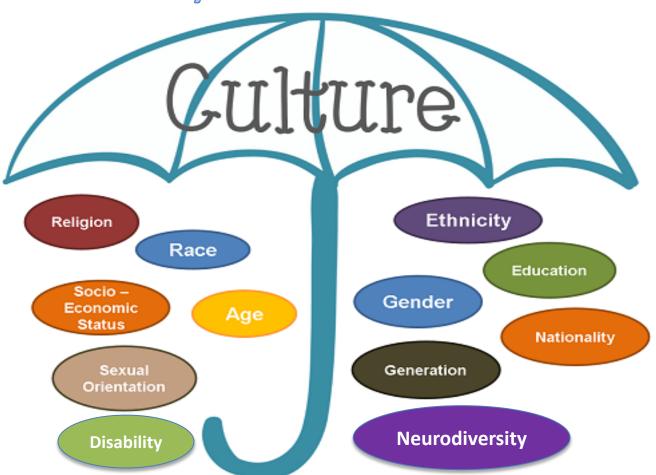**Life Course Outcomes Research Program, A.J. Drexel Autism Institute, Drexel University, 2015.**

Getting Started

Aligning Neurodiversity Initiatives
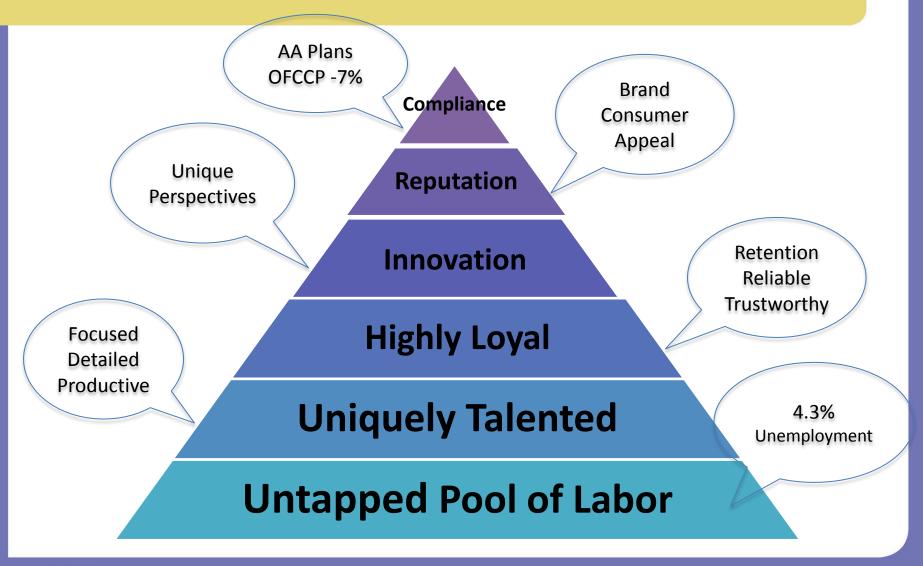## To Organizational Priorities

Neurodiversity Initiative

- Mission/Vision/Values
- Stakeholder Value
- Corporate Citizenship
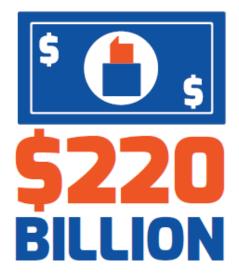- Regulatory Compliance

Organizational Positioning

Business Case

Value Proposition

Social and Business Impact

$220 BILLION

People with disabilities in the United States have an annual discretionary spending power of $220 billion, which does not take into account family, friends and supporters

87%

of consumers said they "agreed" or "strongly agreed" that they would prefer to give their business to companies that employ people with disabilities

A significant portion of a company's existing workforce will experience a disability during their employment

20% MID-FORTIES +

of workers will experience a disability lasting one or more years during their professional lives, and the rate accelerates when employees pass their mid-forties

Source: Disability Employment and Inclusion: Your Guide To Success — Business Case
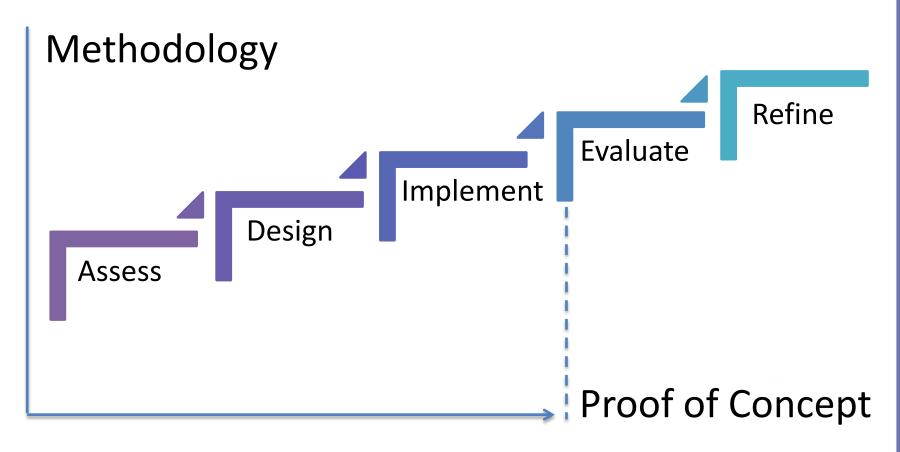
The Autism @ Work Movement

Evaluate Existing Practices

Assess

1. Review policies and practices
2. Assess recruiting and onboarding
   a. Applicant Tracking Systems
   b. Screening Process
   c. Interview Techniques
   d. Matching Methods
   e. New Hire Orientation
3. Consider workplace training topics
4. Review workplace accommodations
5. Gather data on self-disclosed disabilities

Assess

Benchmark Practices

National Organization on Disabilities (NOD)

2018 Disability Employment Tracker™ from the National Organization on Disability

Kennedy Krieger Institute - Disability and Veterans Inclusion Performance

NATIONAL ORGANIZATION ON
DISABILITY

Category	**Leading Practices**	**Benchmark**
		Your performance shown with blue indicator
		Benchmark shown with black indicator

**Disability Employment:
Talent Sourcing**

Hiring goals, local talent pools, recruitment practices and trained recruiters and hiring managers designed to eliminate unintended bias

- Train recruiters and hiring managers in disability awareness, the Americans with Disabilities Act, Section 503 and other need-to-know topics
- Forge partnerships with external organizations, including employment agencies, and educational institutions, to attract candidates with disabilities
- Ensure recruitment outreach materials feature employees with disabilities

Your performance: 77
2018 benchmark: 60

Climate & Culture, People Practices, Talent Sourcing, Workplace and Technology, Strategy and Metrics

Design

Objectives and Measures

Ensure that individuals with disabilities are part of the talent management strategy

**Tier 1:
Enterprise
Wide**

Objective
Recruiting Strategy

Strategic Measure: 4% of the workforce by 2020

Strategic Initiative: Start a Neurodiversity Program

**Tier 2:
Department/Unit**

Objective
Candidate
Sourcing

Strategic Measure: Establish report that measures baseline data , sourcing and hiring trends over time

Strategic Initiative: Recruiters closely examine vacancies and collaborate with departments and agencies to fill jobs

**Tier 3:
Employee**

Objective
Awareness

Strategic Measure: Survey staff

Strategic Initiative: Develop and deliver training program

http://www.balancedscorecard.org/KPI-Best-Practices-Webinar

Framework

Design

Objectives and Measures

External Partnerships

Modified Recruiting

Workforce Training

Synchronizing

50%
of people with Autism
said that support,
understanding
or acceptance would
be the single
biggest thing that
would help them
into employment

- National Autistic Society

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Design

Leverage Business Partners

Design

Modified Recruitment

Application & Screening Process

- Accurately identify job qualifications
- Examine pre-employment behavioral/personality assessments
- Incorporate Accessible Technology:
    - o Employment Application and Website
- Screening process
- Establish method to self-disclose (*Pathways* Hiring Program)

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The Traditional Interview

Design

Modified Recruitment

Modifications to Traditional Interviews

- Provide questions before the interview

- Consider office environment (lights, sound, scents)

- Limit small talk

- Modify questioning structure
  - use clear and direct situation based questioning (avoid behavioral)

- Be flexible
  - Patience, give time to process
  - reword questions, summarize answer then follow up with another question

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Microsoft's Alternative Interview

Hiring Autistic Workers, Published on Feb 11, 2018
Retrieved from: https://www.youtube.com/watch?v=3b5OGx-
v6Ao&feature=youtu.be&t=137

Design

Modified Recruitment

Alternatives to Traditional Interviews

1. Experiential interviews:
   o Team based tasks & observations
   o Work trials and realistic job previews
   o Work based simulations
2. Meet and greet prior to applying
3. Traveling Interviews

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Design

Workforce Training

Executives
- Business Case
- Value Proposition
- Competitive Advantage

Management
- Equity Diversity Inclusion
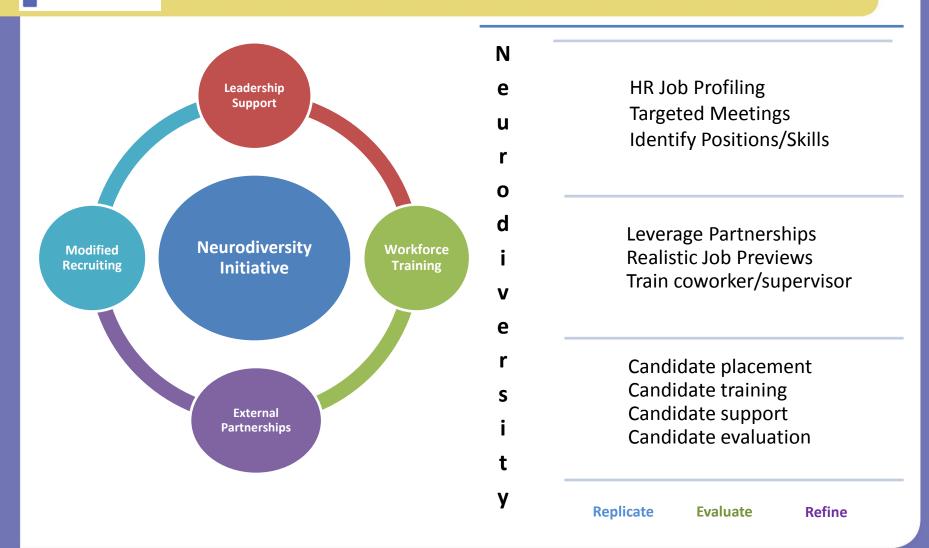- Talent Management
- Employee Engagement

Individual
- Disability Awareness
- Co Worker Support
- Unconscious Bias

Implement

Implementation Model

N e u r o d i v e r s i t y

HR Job Profiling
Targeted Meetings
Identify Positions/Skills

Leverage Partnerships
Realistic Job Previews
Train coworker/supervisor

Candidate placement
Candidate training
Candidate support
Candidate evaluation

Replicate　　**Evaluate**　　**Refine**

Measuring Success

Evaluate:

- results compared to objectives
- new hire job performance
- modified recruiting practices
- workplace training topics/material
- external partnerships
- refine/adjust accordingly

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