



DEFINING YOUR INITIATIVE

BUSINESS CASE
DEFINING YOUR INITIATIVE
PLANNING PROCESS
COMMUNITY PARTNERS
BUILDING YOUR CULTURE
SCREENING & REVIEWS
MEASURING SUCCESS
ADDITIONAL RESOURCES



DEFINING YOUR INITIATIVE

“For P&G, hiring people with disabilities has been so much more than a Diversity and Inclusion effort, and part of our success comes from clarity around what we want to achieve. Throughout our process we have discovered that Disability Inclusion is a great strategy to tap into new resources to fill open positions. In our experience, employees with disabilities are dedicated, perform well, and their presence not only positively contributed to the organization, but also to our reputation in the community as a great place to work.”

– Miguel Garcia, NA Transportation and Warehousing Finance Associate Director, P&G

In This Chapter



Implementation Models: Choosing the Right One for You

How you choose to begin your disability employment and inclusion hiring initiative will be based on your individual circumstances. Finding the pathway that is right for you will be a pivotal decision. The following page outlines three models for your consideration.

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Three Broad Models for Implementing Disability Employment and Inclusion Programs

1. Grassroots Initiative

Characterized by a decentralized and organic structure. Some companies start with a grassroots initiative and then move on to incorporate other models.

Benefits

- Allows proactive local sites
- Delivers immediate impact priorities
- Allows for the highest level of customization to meet local needs

Challenges

- Limits ability to easily replicate and scale without rallying internal support
- Creates situation for potential executive guidance misalignment

2. Pilot Program

Often guided from the executive level with development and management activities occurring among senior managers, this model is implemented at 1-4 local pilot sites. Pilot sites tend to be geographically diverse and with unique business or hiring needs, allowing simultaneous pilot site rollouts to uncover lessons learned and best practices applicable to a cross-section of company facilities.

Benefits

- Allows for customization
- Facilitates transfer of knowledge and learnings to aid in continuous improvement
- Creates track record and compelling case for change for broader rollout
- Delivers immediate impact and CEO-level visibility

Challenges

- Increases potential for “analysis paralysis” before moving on to national rollout
- Reduces level of standardization across the initiative

3. Full Scale Rollout

Characterized by a centrally coordinated initiative, typically at the corporate Human Resources and Operations levels.

Benefits

- Allows for highest level of standardization across the initiative
- Reaches more sites in less time

Challenges

- Limits agility in testing the strategy
- Limits flexibility in adapting the strategy
- Increases risk of project halting

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Three Broad Models for Implementing Disability Employment and Inclusion Programs (continued)

Low Commitment

High Commitment



1. Grassroots Initiative

2. Pilot Program

3. Full Scale Rollout

Best suited when:

- Each site is autonomous and the setup is unique:
 - HR is site-based (no shared services department)
 - Sharing of best practices is not applicable

Best suited when:

- Heterogeneous sites; need to experiment and learn from models before a full scale roll-out can occur
- Existing programs need to be expanded or assessed

Best suited when:

- Smaller operation; or
- When new operation/business is being opened
- Multiple homogeneous sites; simple solutions with heavily centralized HR function

Best Practice: The Vision for P&G's Project WIN

When P&G undertook Project WIN, which stands for Workplace INclusion, to increase the number of employees with disabilities, they outlined a set of defining “is” and “is not” statements to describe their internal vision. This ensured that both key stakeholders in the initiative, as well as the broader workforce, were aligned on the program objective.

What it is

- Project WIN is a hiring strategy to find qualified employees and diversify the P&G workforce
- Employees with disabilities will be paid the hourly or salaried wage associated with the job they are hired to do: same pay, same expectations
- Employees with disabilities will be held to the same high standards as all other employees
- Employees with disabilities will work side by side with non-disabled employees, creating an inclusive work environment

What it is not

- Project WIN is not a charitable program
- This is not a program where employees with disabilities will make sub-minimum wage or reduced pay
- P&G will not lower performance expectations for employees with disabilities
- This is not a program where employees with disabilities work in separate facilities (no enclaves) or after hours

Clearly defining and communicating your initiative around hiring people with disabilities and how it integrates into your company's broader culture, vision and values will help everyone from C-suite to frontline workers understand and articulate the program's purpose.