



MEASURING SUCCESS

BUSINESS CASE

DEFINING YOUR
INITIATIVE

PLANNING
PROCESS

COMMUNITY
PARTNERS

BUILDING YOUR
CULTURE

SCREENING &
REVIEWS

**MEASURING
SUCCESS**

ADDITIONAL
RESOURCES



MEASURING SUCCESS

“To achieve the expansion in jobs needed to close the employment gap for people with disabilities, we must develop programs that are effective, sustainable and scalable. Measuring the success of each initiative contributes to our knowledge base and furthers our progress toward a workplace that is truly inclusive.”

– Elaine Katz, Senior Vice President of Grants and Communications, Kessler Foundation

In This Chapter:

Defining success factors for each phase of implementation

Tracking progress against goals

We have talked about the ingredients it will take to make your initiative successful. Once up and running, you will want to measure your success to build further credibility around your efforts.

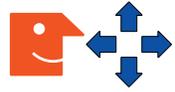
Success Factors

As you look at each critical phase of the program, consider these success factors:

PHASE	SUCCESS FACTORS
Buy-in 	<ul style="list-style-type: none"> • One or more “project champions” passionate about starting the initiative • Clear communication of business case to fit company needs • CEO sign-off and/or support
Assessment 	<ul style="list-style-type: none"> • Needs to involve operations and HR from senior to local level • Recruiting/hiring systems of each company must be taken into consideration early in disability employment and inclusion efforts

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Success Factors (continued)

PHASE	SUCCESS FACTORS
<p>Planning</p> 	<ul style="list-style-type: none"> Internal and external momentum can grow quickly within these initiatives, so a plan must be in place to channel it Established and efficient accommodations system in place to understand existing processes
<p>Design</p> 	<ul style="list-style-type: none"> Elements of the pilot project are created to effectively facilitate disability inclusion Established practices and procedures defining the project framework are in place and known internally
<p>Develop</p> 	<ul style="list-style-type: none"> Internal and/or external resources are in place and committed to the vision of the project Staff and external stakeholders understand metrics and measures of accountability
<p>Pilot</p> 	<ul style="list-style-type: none"> Clear communication and agreement of pilot site business case and need for inclusive culture Local project champion who is willing to take ownership of implementation Data tracking and reports are available to senior management to communicate learnings
<p>Evaluate</p> 	<ul style="list-style-type: none"> Identification of key metrics related to your company's original business case are clearly defined Metrics are monitored and frequently communicated by a dedicated project manager Lessons learned from pilot rollout are incorporated into plans for expansions
<p>Pilot Expansion/ Rollout</p> 	<ul style="list-style-type: none"> Broad buy-in for diversity and inclusion initiative is clearly evident among local site managers and front line staff Clear standard operating procedure or rollout plan is articulated by project champions and understood by local managers

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National Surveys to Benchmark and Measure Disability Inclusion

The US Business Leadership Network (USBLN), the National Organization on Disability (NOD) and Cornell University have created surveys that companies can participate in to benchmark and track progress across several dimensions of disability inclusion.

USBLN Disability Equality IndexSM:

- A national, transparent benchmarking tool that offers businesses an opportunity to receive an objective score, on a scale of zero to 100, on their disability inclusion policies and practices



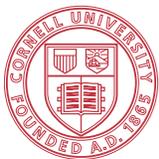
NOD Disability Employment TrackerTM:

- A free and confidential online assessment that provides critical analysis on your company's disability employment practices, with optional assessment of veteran employment practices



Cornell University BenchmarkABILITY

- A self-assessment tool to help organizations learn more about leading practices to promote disability inclusive workplaces



Cornell University

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Tracking Your Success

As you track progress against your goals, you will be regularly reviewing data to learn what is working, and making any necessary refinements to your program. This chart outlines some key areas to consider when setting your goals, and tracking and reviewing progress.

	GOALS	WAYS TO LEARN AND IMPROVE
Attract	<ul style="list-style-type: none"> • Create high awareness and “buzz” about your company/site among local disability community • Create a positive candidate experience 	<ul style="list-style-type: none"> • Conduct brief annual survey of providers or third-party agencies • Conduct interviews with individuals with disabilities to understand successes, difficulties and places where improvements can be made • Engage Employee Resource Group in attracting and retaining individuals with disabilities
Hire	<ul style="list-style-type: none"> • Set goals of number of individuals with disabilities hired per year, or percentage of new hires to be people with disabilities each year • Achieve consistent talent pipeline from community providers 	<ul style="list-style-type: none"> • Track new hire data • Track referrals and success rates across agencies and hiring sources • Identify those sources for hiring that have been successful to continue relationships; identify unsuccessful partnerships and work to improve
Retain	<ul style="list-style-type: none"> • Set retention rate for individuals with disabilities after one year 	<ul style="list-style-type: none"> • Conduct exit interviews with separated employees • Conduct exit interviews with supporting agencies and providers where applicable
Succeed	<ul style="list-style-type: none"> • Achieve cost goals set by site • Meet or exceed safety, quality and productivity goals for site • Expand program to additional sites nationwide 	<ul style="list-style-type: none"> • Track and understand data related to cost, safety and productivity • Track number of sites implementing

Tracking Contractor Model Success

For sites using the contractor model, work with the contractor to create a scorecard to track their efforts and success in bringing people with disabilities into the workforce.