

the wave

A NEWSLETTER OF SPRINGBOARD CONSULTING

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Disability Matters Special Edition



2015 Disability Matters Events

*North America
Boston, MA
April 14—16 2015*

*European Union
The Hague,
The Netherlands
June 17—18, 2015*

Dear friends,

For the last eight years, early April has represented a special time of celebration, inspiration, education and networking of and for corporate executives who are committed to the successful mainstreaming of disability in their workforces, workplaces and marketplaces. This year's Disability Matters Conference was no different except for the fact that it took place at Morgan's Wonderland, a venue that one of our attendees referred to as the new, "Happiest Place on Earth".

We hope you enjoy this special Disability Matters North America edition of The Wave as much as we enjoyed producing it because no matter where our Hosts take us, the Disability Matters Conference and Awards always serves as Springboard's happiest and most heart-warming place and time on earth.

Please remember to mark your calendars for the 2015 Conference which will take place April 14-16th in Boston thanks to our 2015 Host, EMC. See you all there.

Your friend and Springboard's CEO,

Nadine

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The ADA Inquirer:

Jana Burke, Manager, ADA Services, Springboard Consulting, LLC

Reflections on My First Disability Matters

San Antonio marked my first opportunity to attend a Disability Matters Conference. Morgan's Wonderland was an amazing venue and I was truly humbled to be amongst such an esteemed group of colleagues. As I get back to work on various Springboard projects, I find myself reflecting on several takeaways from this dynamic event:

- Effective collaboration within organizations is key to implementing disability diversity policies and practices. No one person can take on these initiatives within an organization without support. Securing buy-in like that of the 2014 Disability Champions from Adecco Group NA, Pfizer, and PricewaterhouseCoopers is vital if a team of dedicated professionals wants to effectively steer these efforts. Only through a concerted team effort can organizations truly embrace the principals of universal design, disability diversity, and inclusion.
- On the same note, true success is supported by effective partnerships with community organizations. It's important for organizations to identify legitimate community partners within various markets to help with recruitment and staffing efforts. If you're a federal contractor, be sure to document these outreach efforts as part of the new Section 503 compliance requirements.
- People with disabilities are an incredible asset to any organization. These individuals bring a variety of expertise, experience, and skills to the workplace. It's important to remember that recruitment efforts aimed at increasing disability diversity focus on filling positions across the organization at a variety of pay grades. This includes entry level positions as well as more senior management and leadership positions within your organization.
- Finally, accessibility for applicants and employees with disabilities involves a wide range of organizational issues. As Ingrid, Peter, and I discussed during our panel, there truly are multiple dimensions for creating an inclusive experience – ADA compliant policies and practices, universally designed facilities, accessible websites and information technologies, and ongoing education and training for your organizations.

Increasing inclusion and disability diversity within the workplace is an ongoing journey. Disability Matters offered all of us an opportunity to celebrate some of those successes along the journey. Springboard is a valuable resource for organizations throughout their journeys. Get in touch now to discuss training opportunities and other services to help your organization along the path.

Technical Wire:

Peter McNally, IT/Web Accessibility Consultant, Springboard Consulting, LLC

The Multiple Dimensions of Creating an Inclusive User Experience

It was great meeting many of you that attended the Disability Matters North America 2014 conference in San Antonio! In addition to the inspiring talks it was amazing being at Morgan's Wonderland. If you were able to take a tour of the park you will have noticed how the park designers, architects, and builders accounted for not only the needs of visitors with disabilities but all visitors, therefore making the experience of visiting the Morgan's Wonderland inclusive for all. This theme of an inclusive user experience was the topic the panel I was on along with Ingrid Kanics and Jana Burke. We discussed how accessibility, usability, and universal design of both physical and online spaces, (i.e., multiple dimensions) ties in with compliance to the 503 regulation changes for hiring people with disabilities.

As you know the goal of the Section 503 regulation changes is to increase the utilization of people with disabilities. For many people looking for a job the first point of contact with your company is with your web site, particularly your career portal. If your career web pages do not offer a good user experience star talent may not be able to apply for their position of interest or if they can, they may not put the extra effort in to apply because of a poor user experience. For people already at your company, there may be similar issues with the corporate intranet or mission critical applications. At the panel I presented some issues with the Boeing career portal, for example:

- For users that cannot use a mouse and must rely on the keyboard
 - The navigation menu cannot be navigated via the keyboard
 - Keyboard focus is not highlighted so users do not know where they are as move around the page
- For blind users:
 - Links such as "here" as used, so when read out of context with screen reader they don't make any sense
 - Search fields are labeled incorrectly so users would not know where they have to enter criteria
 - The search page does not have a quick way to navigate to the results
- For deaf users:
 - Videos rely on YouTube default captioning which can have many inaccuracies.

Fixing these accessibility issues would go a long way in improving the experience for users with disabilities that want to apply for a job at Boeing. In addition to following accessibility guidelines such as the WCAG 2.0, the Boeing site and other sites and applications should be designed in such a way that supports user goals, such as allowing tasks to be accomplished in an efficient manner. One way to reach this goal is include people with disabilities at every

Technical Wire:

Peter McNally, IT/Web Accessibility Consultant, Springboard Consulting, LLC

step of the design process including conducting usability testing with users with various disabilities. This should be as part of your overall user experience strategy. You can do this by tapping into existing relationships you already have with ERGs.

Thanks for listening to our panel at Disability Matter North America 2014. If you have questions about getting started with or improving the accessibility or user experience of your current or future web or mobile sites/applications please contact me.

Thanks,

Peter McNally
Web Accessibility/UX Consultant
Springboard Consulting
peter@consultspringboard.com



The Multiple Dimensions of Creating An Inclusive User Experience With Springboard's very own 'Dream Team'

From Left to Right: Dr. Jana Burke (ADA Employment Specialist)

Ingrid Kanics (Manager, Physical Accessibility) and Peter McNally (Web Accessibility/UX Consultant).

Disability Matters - 2014 Honorees

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WORKFORCE AWARD

Office DEPOT



UPMC LIFE CHANGING MEDICINE

WORKPLACE AWARD



STEPS TO SUCCESS AWARD



Genentech
A Member of the Roche Group

DISABILITY CHAMPION AWARD



Dawn Ehrhart
Senior VP

Margaret Madden
VP & Asst General Counsel
Employment Law

Brad Hopton
Partner

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Fifth Third Bank

Mary McFarland, M.Ed.

Vice President
Engagement & Inclusion Partner

Fifth Third Bank Celebrates Diversity and Inclusion

For more than 155 years, Fifth Third Bank has been providing quality financial products and services to its customers. Based on its history of performance and customer service, the Bank has received numerous accolades for the way it operates more than 1,300 locations in Ohio, Kentucky, Indiana, Michigan, Illinois, Florida, Tennessee, West Virginia, Pennsylvania, Missouri, Georgia and North Carolina. We focus on creating an engaging and inclusive environment where employees experience rewarding, challenging roles in a workplace that inspires personally and professionally. Being recognized as a 2013 Disability Matters Workforce honoree and a 2014 Disability Matters Workplace honoree are one way employees and customers can see the results of the Bank's continued focus on a culture of engagement and inclusion.

We're intentional about creating a workplace that reflects our Core Values, that warmly welcomes diverse people and ideas, and that provides an opportunity for everyone to contribute successfully.

We support this in a variety of ways, including providing business resource groups, or BRGs, for employees. These groups help engage employee communities around career development, recruiting and retention, business needs, corporate social responsibility, customer insights and networking. With support from the top and peer leadership, the groups create value for employees, customers and the Bank.

We have several of these groups, including a BRG for people with disabilities. This BRG has helped employees with disabilities connect, share their voice and develop in the workplace. Allies have joined our People with Disabilities BRG, like our other seven BRGs, to show their support.

In addition to being good for employees, our People with Disabilities BRG – along with our Project SEARCH program for young adults with disabilities – is good for our business. Project

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SEARCH is a collaborative effort of Cincinnati Children's Hospital Medical Center, Great Oaks/Cincinnati Public School District, community partners, and state vocational rehabilitation agencies. Fifth Third Bank, along with each of these organizations, is a proud and active partner providing vocational training and employment for people with disabilities. People with disabilities comprise the largest minority demographic today. Having a business resource group and internship program focused on this population helps generate better ideas and solutions for customers.

We're proud to foster an engaging and inclusive culture across our footprint. It helps us to build happier, more effective, and more successful teams. And better teams make for better service as we work together to improve lives – for employees, for customers and for communities.

To learn more about the ways in which Fifth Third strives to maintain our reputation for being a good corporate citizen, visit www.53.com/csreport.

Fifth Third Bank operates in 12 states, and its four main businesses include Wholesale Banking, Branch Banking, Consumer Lending and Investment Advisors.

Fifth Third Bank, Member FDIC, is proud to be an affirmative action/equal opportunity employer. Fifth Third's policy is to promote and ensure equal employment opportunity for all persons regardless of race, color, gender, national origin, religion, age, disability, sexual orientation, gender identity, military status, veteran status, or any other legally-protected status.



Keynote
Speaker:
Muffy Davis
3 time
Paralympic
Gold
Medalist
& 25 time
World Cup
Title Winner

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Rush University Medical Center

Paula J Brown, MBA

Manager

Diversity & Inclusion

Community Employment Liaison

Office for Equal Opportunity

Rush University Medical Center is supremely honored to have been an honoree of the 2014 Disability Matters Award for our efforts in support of people with disabilities. It is a confirmation that we have been on right track since 1991, when we created our Rush ADA Task Force, just a year after the adoption of the Americans With Disabilities Act.

Over the past 23 years, we have created significant processes, programming, and accessibility opportunities for people with disabilities. While not all-inclusive, below is an example of some of our signature initiatives:

- ***Thonar Award Program*** - Created to encourage people with disabilities to turn them into possibilities. Award named after Dr. Eugene J-MA Thonar, world renowned biochemist. Misdiagnosed in his youth, he became disabled and used a scooter to get around. He introduced the ADA Task Force to the disability community, and we have taken up residency ever since
- Rush was the second medical center in the nation, behind Mayo Clinic, to create a ***Service Animal Policy***. It has been tested, as we had a patient who came to Rush only because of our Service Animal Policy. Not only did we take exquisite care of the patient, we did the same for her dog. Staff members came in early, spent their lunch, and stayed late taking care of our patient's service animal. Our ICARE Values of Innovation, Collaboration, Accountability, Respect, and Excellence came to life in a huge way.
- We have created a ***"Disability Speaks" Lunch and Learn*** series to encourage the consistent learning about people with disabilities.
- We have created an ***on-line training module*** for nursing care plans for patients with intellectual and developmental disabilities

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- We created a ***Rush University Disability Assessment Team [RUSDAT]*** for our students with disabilities who ask for an accommodation. There is one representative from each college to handle accommodation requests.
- In February we opened our new ***Rush Center for Veterans and Their Families***. We wanted to not only help veterans who were coming home, but to also be a resource for their family members.

We designed a training course to help current soldiers recognize and treat trauma from disasters in a timely manner, to give them the tools to save more lives, and prevent more disabilities.

- Our new Hospital Tower, also known as the Butterfly - From the very beginning, ***universal design standards*** were incorporated into the design plans, thus ensuring barrier free accessibility for persons with disabilities. Designed by our doctors and nurses in an effort to be closer to our patients to Respond quicker to patient concerns.
- o We consulted with the premiere disability rights organization, Access Living, to make sure that we put had the appropriate accessible enhancements in place. And we did that, with at least 46 accessibility enhancements into seven areas.....Entrance and Way finding, Patient Rooms, Treatment and Services, Toilet Facilities, Public Spaces, Workplace Amenities, and Accommodations for Persons with Visual Impairments.

Some of our accessibility successes include:

- ✦ We have signage in English, Spanish, and Braille
- ✦ Our acute care and critical care patient rooms have built-in ceiling tracks for patient lifts
- ✦ We have larger numbers on the phone dial pad
- ✦ 20% of all exam tables are height adjustable
- ✦ Bathrooms have doors that swing in two directions to make sure that they were accessible for wheelchairs
- We have handrails on the wall
- Showers have a fold down seat, toilets are 19" high
- Voice information and digital screens are in our elevators
- 25% of our registration bays have TTY capability
- All public phones have TTY capability
- Classroom lecterns are accessible
- Countertops are 36 inches high to allow for wheelchairs
- For persons with visual impairments, we provide larger, bolder color contrasting for easier way finding
- Use full-spectrum bulbs that more closely simulate natural light

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Rush understands that our work is on-going....there is always more to do. But we are up to the challenge, and are looking forward to providing more, discovering more and continuing to keep everyone with a disability that crosses the threshold of our institution in mind. It is...how medicine should be.

*Paula J. Brown, MBA
Chair, Rush ADA Task Force
Manager, Diversity & Inclusion
Community Employment Liaison
Office for Equal Opportunity
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From Left to Right: Midge Waters, Michael Rouse and Gail Herring from Toyota Motor Sales USA Inc with Nadine Vogel and Jill Frankel of Springboard Consulting, LLC.

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Adecco USA

Lois Cooper

Vice President
Corporate Development & Inclusion

We're helping to build a workplace of diversity and inclusion – where people are recognized for their abilities and career goals have no limitations.

Every day at Adecco, we work to enrich and strengthen the communities in which we live and do business by helping people find meaningful employment. This year we were proud to accept the 2014 Disability Champion award that recognizes our continued efforts in building an accessible workplace where people are recognized for their abilities and career goals and have no limitations.

This award is a representation of the hard work and support of everyone who helped us reach our goal of helping people find work opportunities that emphasize their individual skills, no matter their situation in life.

Accessibility

Making workplaces accessible for people with disabilities has become one of the key issues of worker employability. Improving accessibility opens up more opportunities and can help overcome social and economic exclusion. For companies, it creates a diverse workforce, in which untapped talents can be unlocked. Accessibility is one of the instruments to reduce unemployment and tackle the fight against poverty and exclusion.

Our experience shows that employers can improve accessibility to workplaces at three levels:

- Adjust the physical work environment such as adapting workspaces
- Adjust labor conditions such as offering possibility of flexible working models
- Ensure that communication with people with disabilities is as effective as for other employees.

Corporate Resources

One of our Adecco resources is the Service Center. This acts as a central office for the Adecco

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Group Diversity Business Council and helps manage partnerships and facilitate programs. Through our Service Center, we prepare our staff to recruit people with disabilities and we give our clients guidance on how to welcome someone with special needs onto their team and prepare the working environment as needed. We provide opportunities that will help people with disabilities increase their employability such as hosting trainings and Disability Mentoring Day.

Corporate Partnerships

We are proud to have an established partnership with the Helen Keller Foundation. Through this partnership and the work in our Service Center, we have been able to incorporate interns from the Helen Keller Foundation in our call center and billing departments. This relationship has improved morale for Adecco, increased competency regarding disability etiquette, and provided work experience for the intern.

In addition, Adecco has a partnership with Abilities, Inc. We have been a member of their Business Advisory Council for more than 20 years. Through our partnership with Abilities Inc., we create more opportunities for people with disabilities to access the workforce. We have also hired individuals from that organization including one who is a long-term colleague in the Service Center.

Every other month, some of our colleagues participate in mock interviews with the consumers at Abilities, Inc. to help prepare them for their job search. Each October, we also invite in a number of their consumers into our offices to job shadow our colleagues and to participate in our Disability Employment Awareness Month recognition.

The Adecco Group Diversity Business Councils builds partnerships with additional various organizations, including:

- The National Business Disability Council (NBDC)
- The Challenged Athletes Foundation (CAF)
- The Wounded Warrior Project (WWP)
- The "Welcome Back Warriors" Project

Paralympic Athlete Career Program

Here at Adecco, we are also involved in other similar initiatives such as our Athlete Career Program that partners with the United States Olympic Committee (USOC). Our Athlete Career Program partners with companies throughout 34 countries to hire Olympians and Paralympians to provide them with work experience while they are training. They also receive job coaching so that once their athletic careers are over they are able to find employment.

We have delivered consistent growth through our outreach to athletes. To date we have served more than 10,000 athletes globally through the program. Over the next 8 years Adecco global

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has plans to expand the ACP to additional global markets.

Military Career Program

We are also founding members in the initiative to hire 100,000 veterans by 2020, many of whom are disabled veterans.

As part of the Career Connections program, we provide military veterans and family members individual career planning, access to customized training opportunities, and flexible employment opportunities across all 50 states to ensure military family stability throughout all stages of military life.

We are proud to say our Career Connections program has been highly successful. Over the last several years, we have helped over 20,000 military spouses find employment and in 2013 alone, we found employment for more than 4,500 military families.

As of 2013, we have employed 117,439 military veterans and families, meaning we already hit our goal of employing 100,000 veterans by 2020. Because of this, we have created a new goal of hiring 200,000 military veterans and family members by 2020.

Here at Adecco, we strive every day to reach our goals because we believe a part of our corporate responsibility is to help offer meaningful work to people no matter their situations in life.

About Adecco

Adecco Group is the largest workforce solutions provider in the world, with more than 5,100 branches in over 60 countries and over 31,000 colleagues. There are more than 650,000 associates on assignments daily servicing over 100,000 clients worldwide.

In the United States alone, there are more than 800 Adecco locations in virtually all 50 states, over 2,000 colleagues, more than 75,000 associates on assignment each week, and over 25,000 clients are served annually.

Our mission is to provide superior service to our clients, job seekers and associates through best-in-class matching of talent with the current business needs of our clients' positions.

For more information on the Adecco Group Diversity Business Council and our initiatives to make workplaces accessible for people with disabilities, contact Lois Cooper, VP, Corporate Development and Inclusion at 631.844.7301.

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Exelon

Nicole Durham

Director
Diversity & Inclusion

We at Exelon have become increasingly aware that unemployment and underemployment rates for individuals with disabilities are higher than they are for people with no disability. This represents a missed opportunity for employers that understand the value of a diverse workforce. That's why we are taking action to tap this diverse and talented candidate pool and ensure that individuals with disabilities who join our workforce enter an inclusive environment.

This initiative is a collaborative effort among our diversity and inclusion office, talent acquisition department, hiring managers, and entire employee population, and could not succeed without the full support of Exelon's senior leadership team. Through a combination of recruiting partnerships, educational events and trainings, volunteer opportunities, and our newest employee resource group, Exelon and the communities we serve are benefiting from the talents and skills that individuals with disabilities offer. And these efforts just scratch the surface. By increasing and raising awareness of our disability-specific focus, we hope to attract a larger pool of talented, diverse candidates.

Our disability hiring strategy has three key components:

Promoting open jobs, and. We partner with disability-specific career sites and employment organizations to highlight our full-time and internship positions. We also attend in-person and virtual career fairs targeted to individuals with disabilities. To further support our outreach efforts, Exelon offers its recruiting teams and hiring managers training for interviewing and hiring individuals with disabilities.

Increasing brand recognition. We advertise in media that have the potential to reach individuals with disabilities, such as the annual Disability Awareness Month issue of *Ability Magazine*. ComEd, Exelon's electric utility serving northern Illinois, was featured in the October 2013 issue of *Ability* for its peer-to-peer teaching program for individuals with disabilities. Through this program, ComEd partners with community-based organizations in the Chicagoland area to identify individuals with

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developmental disabilities who are interested in serving as ComEd Ambassadors to educate the community on energy saving tips.

Creating and supporting a disability inclusive culture. We created the Individuals with Disabilities Advisory Team, a cross-functional workgroup whose mission is to improve Exelon's overall strategies relative to employees and candidates with disabilities. Based on the recommendations from this team, Exelon launched its newest employee resource group, for families with special needs. The new ERG focuses on providing resources for Exelon employees who have family members with special needs and coordinate events to provide educational opportunities for all employees.

Moreover, we are a proud supporter of the National Organization on Disabilities (NOD). In June 2013, the Exelon Foundation (our nonprofit philanthropic arm) made a \$300,000 pledge to support NOD's disability employment initiatives over the next three years. This grant supported the development of NOD's Disability Employment Tracker, a new tool that helps companies across a range of industries assess their readiness to launch or expand hiring programs for people with disabilities and veterans. Exelon also partners with NOD to better connect with internship and full-time candidates with disabilities. For Example, Exelon's Philadelphia utility, PECO, participated in NOD's Start on Success Initiative, hiring two high school students with disabilities for a summer internships.

Exelon is committed to attracting, developing and retaining talent of all backgrounds that reflects the realities of our marketplace, our communities and the relevant labor market. We look forward to continuing to improve and expand upon all of our disability initiatives, including our focus on recruiting and hiring employees with disabilities.



From Left to Right: Mary McFarland (Fifth Third Bank), Paula Brown (Rush University Medical Center) Marsha Gewirtzman (Springboard Consulting, LLC) and Nicole Durham (Exelon)

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AT&T



Michael L Evans

Lead Consultant
Diversity

AT&T's Passion for Total Accessibility

A passion for accessibility has defined AT&T since its founding. Alexander Graham Bell's interest in elocution and speech – which led to the first telephone – was driven by personal experiences with his deaf mother and wife.

That same passion continues today – in how AT&T makes products and services accessible and usable, and in how we hire, develop and engage employees with disabilities.

In 2013 we created the *Corporate Accessibility Technology Office (CATO)* to coordinate how we address the needs of persons with disabilities in the planning stages of product design and development. CATO builds on AT&T's legacy by delivering technology accessible to all – and fosters innovations that improve customers' lives.

We also recently outlined our three-year plan for the *AT&T Advisory Panel on Access and Aging (AAPAA)*. Launched in 2007, AAPAA is comprised of national leaders in assistive technology, aging and cross-disability issues. AAPAA provides advice and counsel, and helps guide our efforts to achieve accessibility across our portfolio.

Examples of AAPAA's recent work include "Senior Days" – a wireless training program for people over 65 ... Accessibility Awareness Training for employees...and guidance to the Paralympics and Special Olympics. AAPAA led the way in the development of vibrating ringtones for the deaf and hard of hearing. Its members guided the design of the AT&T U-verse TV "Easy Remote" ... and actively support AT&T on legislative issues.

Our passion also extends to what we do internally.

In 2010 AT&T launched a hiring program for candidates with cognitive disabilities. Project capABILITY is a partnership between an AT&T warehousing facility in Memphis, the Tennessee State Vocational and Rehabilitation Agency, and Goodwill to train and place job seekers. We've placed 30 individuals and continue to support Goodwill and the State of Tennessee in training candidates. We have since expanded internally with other Business

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Units including Corporate Real Estate. Additionally, after seeing the success with our team in Memphis, five of our independent Vendors also decided to offer programs in support of this effort.

We also partner with IDEAL, Disability Advocates – our Employee Resource Group focused on people with disabilities. This 2,000-strong ERG offers direction to the company and works with employees with disabilities. IDEAL members are active in their communities; recently spreading the word about the film *Love Land* – the story of a young woman who overcomes traumatic brain injury to achieve new heights. IDEAL's advocacy resulted in the Disability Cinema Coalition awarding AT&T the Malcolm J. Norwood Award for Inclusion through Technology.

Norwood, for whom the award is named, was the “father” of closed captioning. IDEAL also awards college scholarships: In 2012 the ERG awarded four students \$2,000 scholarships and one student a \$200 scholarship – and they mentor those to whom they grant scholarships. We are grateful to the Disability Matters program for acknowledging our involvement and programs surrounding supported employment such as project capABILITY. This type of recognition helps validate our initiatives and promotes AT&T's industry leading efforts.



Above: Service Disabled Veterans Session

From Left to Right:

Moderator: Eugene Kelly (Colgate-Palmolive), Jared Lyon (Syracuse University), Brooks Hulitt (Wall Street Warfighters Foundation), Erik Neal (US Navy Retired) and Deven Shei (Wounded Warrior Project)

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U.S. Department of Labor

Patricia A. Shiu

Director of the Office of Federal Contract
Compliance Programs

KEYNOTE ADDRESS

Thank you very much, Nadine, and good morning!

It's good to be here with all of you. I am pleased to be joined today by my colleague **Melissa Speer**, who serves as Director of our Southwest and Rocky Mountain Region.

It's good to be here in a "Wonderland" where people with disabilities – and their families – can partake in this ultra-accessible theme park.

"Wonderland" seems like a fitting name for a place that takes us beyond the looking glass and shakes up our conventional notions of what is "normal" and what each of us has the capacity to do to make our society more inclusive.

The values of this park – inclusion, accessibility and empowerment – are the same values that drive our work at the U.S. Department of Labor. I know they are your values. And they are certainly the values of my friend **Nadine Vogel**.

Nadine has dedicated her life to making the world a better place for people with disabilities. As a mom, as a businesswoman and as an advocate, this mission is personal for her.

It's personal for me, too. Before I joined the Obama administration, I spent 26 years working as a civil rights lawyer, advocating on behalf of students and workers who simply wanted a way in the door and a chance to succeed. For my clients with disabilities, a place like this wasn't even in the realm of possibility. They just wanted the ability to go to school, to get a job, to earn a living and to sustain themselves and their families.

They wanted the same dignity, self-respect and self-worth that all of us want.

So, I applaud Nadine and the Springboard staff for their efforts to open doors of opportunity for millions of workers with disabilities – here in the U.S. and around the world. And I commend all of you for your shared commitment to that goal. This is the story of America.

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It's a story of ever-expanding **rights**, ever-deepening **responsibilities** and ever-increasing **diversity**.

Yesterday morning, I watched another chapter of that story unfold.

We enforce those laws for the benefit of the nearly one-quarter of American workers who are employed by or seek jobs with companies that receive about \$500 billion in federal contracts and subcontracts.

A lot of those workers are your workers. And I know that when I come to gatherings like this, I'm often preaching to the choir. But I like preaching to the choir. It's fun because the choir sings back at you. We're usually working off the same sheet of music, you and me.

The tougher part is preaching to the congregation. They're the ones who came to be saved. In this case, we're talking about your CEOs. And to save them, I'm going to need all of you to lift your voices and sing in unison.

In the four-and-a-half years since I became Director of the OFCCP, I have spoken with thousands of HR professionals, affirmative action specialists and senior diversity officers from companies that contract with the government. Overwhelmingly, I find you are as committed to the goals of equal opportunity as we are at OFCCP.

I've also found that you are – too often – under-resourced, under-staffed and under-valued. When the Great Recession began in 2007 and budgets had to be cut, the brunt of the impact was often felt by the HR divisions of major American corporations. Even companies that have good records on recruiting and retaining women and minorities often saw that those programs were the first to go or to be scaled back.

But I'm here to tell you – and please sing this message back to the powers that be in your companies – that **being a federal contractor is a privilege, not a right**. The price of that contract is compliance with our civil rights laws. In other words, your diversity and inclusion program is not optional.

Having a written affirmative action program, ensuring robust outreach and effective recruitment, implementing fair hiring and promotion policies, enforcing the rules against harassment and conducting regular analyses of your pay practices to ensure equal pay are the standard we must all meet.

This applies to all of those of us who work in the federal government, and it applies to you.

In my capacity, I will continue to do everything I can to help you make this case to the people who decide what resources you will have to do your work.

At OFCCP, voluntary compliance is always our goal. I'm proud to report that, in 99.8% of our audits and investigations, that's exactly what we achieve. It's the reason we spend thousands

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of hours each year providing free, high-quality and expert technical assistance to any company that wants it.

But, when all is said and done, we are an enforcement agency. And we will enforce the law.

To view in full Patricia Shiu's Keynote please go to:

http://www.dol.gov/ofccp/addresses/Director_delivery_disability_matters_speech_040914.htm



From Left to Right: Nadine Vogel CEO of Springboard Consulting LLC with Patricia Shiu Director of the OFCCP DOL

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WORKFORCE AWARD WINNERS

To the Left from Left to Right: Scott McKenzie accepting the Workforce Award for Office Depot with Nadine Vogel CEO Springboard.
Below from Left to Right: Jon Nelson accepting the Workforce Award for AT&T with Nadine Vogel.



Above from Left to Right: Nicole Durham accepting the Workforce Award for Exelon with Nadine Vogel.
To the Right from Left to Right: Shannon Williams accepting the Workforce Award for UPMC with Nadine Vogel.

2014 Disability Matters

Morgan's Wonderland, San Antonio, TX April 8-10, 2014

WORKPLACE AWARD WINNERS

To the Right from Left to Right: Mary McFarland accepting the Workplace Award for Fifth Third Bank with Nadine Vogel CEO Springboard Consulting.



From Left to Right: Paula Brown accepting the Workplace Award for Rush University Medical Center with Nadine Vogel.

2014 Disability Matters

Morgan's Wonderland, San Antonio, TX April 8-10, 2014

STEPS TO SUCCESS AWARD WINNERS

To the Right: Brad Hopton and Team accepting the Steps to Success Award for PwC with Nadine Vogel CEO Springboard Consulting.

Below from Left to Right: Kathi Stearman accepting the Steps to Success Award for Brown-Forman with Nadine Vogel



From Left to Right: Geoff Teeter accepting the Steps to Success Award for Genentech with Nadine Vogel.

2014 Disability Matters

Morgan's Wonderland, San Antonio, TX April 8-10, 2014

DISABILITY CHAMPION AWARD WINNERS

To the Right: Dawn Ehrhart accepting the Disability
Champion Award for Adecco Group North America
with Nadine Vogel Springboard CEO



Above from Left to Right: Margaret Madden accepting
the Disability Champion Award for Pfizer with
Nadine Vogel



2014 Disability Matters

Morgan's Wonderland, San Antonio, TX April 8-10, 2014



Back Row (Left to Right): Brad Hopton, Scott McKenzie, Paula Brown, Nicole Durham, Jon Nelson, Geoff Teeter
Front Row (Left to Right): Dawn Ehrhart, Shannon Williams, Nadine Vogel, Mary McFarland, Margaret Madden and Kathi Stearman

WE ARE THE CHAMPIONS!





North America
April 14—16, 2015
Boston, Massachusetts

HOSTED BY:

In the Beautiful City of :



Above (Left to Right) Brenda Ruiz, Kristine Biagiotti, David Ford and Bill Stout from EMC making the announcement at Disability Matters North America in San Antonio, Texas



The Disability ERG Summit

April 14, 2015

Worcester, Massachusetts

HOSTED BY:



UNUM 's Marcia Leander making the announcement at Disability Matters San Antonio, Texas

SAVE THE DATE



European Union
June 17—18, 2015
The Hague, Netherlands

Will be Hosted by:



Come See Springboard!



Nadine O. Vogel
CEO

Springboard Consulting will be presenting at the following conferences:



July 24—25, 2014
The Omni Orlando Resort at
Champions Gate
Orlando, FL

Springboard Presenter: Nadine O. Vogel



July 31, 2014
New York Times Building
New York, NY

Springboard Presenter: Nadine O. Vogel



August 6 –8, 2014
Wardman Park Marriott
Washington, DC

Springboard Presenters: Nadine O. Vogel
Peter McNally



August 14, 2014
Broadcom Irvine Headquarters
Irvine, CA

Springboard Presenter: Nadine O. Vogel

A Note from the Springboard Team:

We hope everyone has enjoyed this Special Disability Matters Edition of
“**The WAVE**”.



The Springboard Team (Left to Right) Peter McNally, Elizabeth Ladu, Marsha Gewirtzman, Nadine Vogel, Sigrid Senamaud, Jill Frankel, Ivette Lopez and Erickka Dominguez

As always, please help us spread the word...tell everyone you know to visit our website and sign-up for the newsletter—<http://www.consultspringboard.com/newsletter/>.

Again, we thank you for your support and for subscribing to ... ***The WAVE!***

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