Promoting Employment

Best Practices in Employee Retention and Return-to-Work: Lessons Learned from Employers

August 27, 2014
3:00 pm EST
TODAY’S SPEAKERS

Elizabeth Jennings (Facilitator)
LEAD Center Assistant Project Director
National Disability Institute

Ken Matos
Senior Director of Research
Families and Work Institute

Rebecca Salon
LEAD Center Project Director
National Disability Institute
The National Center on Leadership for the Employment and Economic Advancement of People with Disabilities (LEAD) is a collaborative of disability, workforce and economic empowerment organizations led by National Disability Institute with funding from the U.S. Department of Labor’s Office of Disability Employment Policy, Grant No. #OD-23863-12-75-4-11.

This document does not necessarily reflect the views or policies of the U.S. Department of Labor’s Office of Disability Employment Policy, nor does the mention of trade names, commercial products, or organizations imply endorsement by the U.S. Government.
WELCOME

Christopher Button, PhD.
Supervisory Policy Advisor, Workforce System Policy
US Department of Labor
Office of Disability Employment Policy
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Please note: This webinar is being recorded and the materials will be placed on the LEAD Center website at http://www.leadcenter.org/webinars/best-practices-employee-retention-and-return-work-lessons-learned-employers
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LEAD CENTER MISSION

➢ To advance sustainable individual and systems level change that results in improved, competitive integrated employment and economic self-sufficiency outcomes for individuals across the spectrum of disability.
AGENDA

- Review webinar outcomes
- Introduction to the Families and Work Institute and its 2014 National Study of Employers
- Findings from the 2014 National Study of Employers
- Review of LEAD Center study of the retention and return-to-work policies and practices of a large successful U.S. Corporation
- Lessons learned in employer retention and return-to-work best practices
- Partnering with employers to promote employee retention and return to work.
- Strategies for identifying employers with policies that support customized employment.
- Question and Answer
WEBINAR OUTCOMES

Attendees will:

- Become more familiar with the Families and Work Institute, When Work Works, and the National Employer Study.
- Better understand the state of workplace flexibility.
- Better understand employer retention and return-to-work best practices.
- Learn how workforce professionals can partner with employers to promote employee retention and return to work.
- Learn how to identify employers policies that support workplace flexibility, including customized employment.
Best Practices in Employee Retention and Return-to-Work: Lessons Learned from Employers

2014 National Study of Employers

Kenneth Matos
Families and Work Institute
August 27, 2014
About When Work Works

- When Work Works is a nationwide initiative to bring research on workplace effectiveness and flexibility into community and business practice. It is a project of Families and Work Institute and the Society for Human Resource Management.

- Since its inception in 2005, When Work Works has partnered with an ever-expanding cohort of communities from around the country to:
  - share rigorous research and employer best practices on workplace effectiveness and flexibility;
  - recognize exemplary employers through the When Work Works Awards; and
  - inspire positive change so that increasing numbers of employers understand how flexibility can benefit both business and employees, and use it as a tool to create more effective workplaces.

- For more information, visit www.whenworkworks.org
About the When Work Works Partners

• The Families and Work Institute (FWI) is a nonprofit, nonpartisan research organization that studies the changing workforce, family and community. As a preeminent think tank, FWI is known for being ahead of the curve, identifying emerging issues, and then conducting rigorous research that often challenges common wisdom and provides insight and knowledge. As an action tank, FWI conducts numerous studies that put its research into action and then evaluates the results. Its purpose is to create research to live by. For more information, visit www.familiesandwork.org, like us on www.Facebook.com/FWI and follow us on Twitter @FWINews.

• Founded in 1948, the Society for Human Resource Management (SHRM) is the world’s largest HR membership organization devoted to human resource management. Representing more than 275,000 members in over 160 countries, the Society is the leading provider of resources to serve the needs of HR professionals and advance the professional practice of human resource management. SHRM has more than 575 affiliated chapters within the United States and subsidiary offices in China, India and United Arab Emirates. Visit SHRM Online at www.shrm.org and follow us on Twitter @SHRMPress.
About the 2014 National Study of Employers (NSE)

• Sample: U.S. employers with 50 or more employees drawn from the Dun & Bradstreet database

• Study questionnaire: created by Families and Work Institute

• Interviews: conducted by Harris Interactive between September 13, 2013 and January 31, 2014

• Sample size: 1,051, weighted to reflect reliable population estimate for employers of all sizes

• Response rate: 40%

• Statistical significance of results on the following charts is identified with ** (p<.01) or *** (p<.001).
Families and Work Institute’s **2014 National Study of Employers** is the most comprehensive and far-reaching study of the practices, policies, programs and benefits provided by U.S employers to address the changing needs of today’s workforce and workplace.

- The NSE serves as the benchmark for the When Work Works Award—a fundamental part of SHRM’s and FWI’s initiative, *When Work Works*: New winners will be announced over Labor day weekend.
- This presentation compares data from 2008 and 2014.
Employers have increased options that allow employees to better manage times and places where they work

Percentage of employers allowing (at least some) employees to...

- Take time off during the workday to attend to important family or personal needs without loss of pay***
  - 2008: 27%
  - 2014: 73%
- Have control over their paid/unpaid overtime hours***
  - 2008: 45%
  - 2014: 82%
- Have control over when they take breaks***
  - 2008: 84%
  - 2014: 92%
- Work some of their regular paid hours at home on an occasional basis***
  - 2008: 50%
  - 2014: 67%
- Change starting and quitting times on a daily basis**
  - 2008: 32%
  - 2014: 41%

Source: 2014 NSE, Families and Work Institute
Employers have reduced options that involve employees spending significant time away from full-time work

Percentage of employers allowing (at least some) employees to...

- Take a career break for personal/family responsibilities***: 64% (2008), 52% (2014)
- Receive special consideration after a career break for personal/family responsibilities***: 20% (2008), 45% (2014)
- Take sabbaticals***: 38% (2008), 28% (2014)
- Work part year on an annual basis***: 27% (2008), 18% (2014)
- Share jobs***: 29% (2008), 18% (2014)

Source: 2014 NSE, Families and Work Institute
Most employers provide 12 weeks, those above 12 weeks most often offer 13 weeks, and those below generally offer 0 weeks (6 weeks for maternity)

21% of employers, who indicate that at least one worksite is covered by FMLA, report less than 12 weeks for at least one form of leave

<table>
<thead>
<tr>
<th>Leave Policies (all paid and unpaid time)</th>
<th>Fewer than 12 Weeks</th>
<th>12 Weeks</th>
<th>More than 12 weeks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maternity leave</td>
<td>6%</td>
<td>67</td>
<td>28</td>
</tr>
<tr>
<td>Paternity leave</td>
<td>20%</td>
<td>66</td>
<td>15</td>
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<tr>
<td>Adoption or foster care leave</td>
<td>11%</td>
<td>72</td>
<td>17</td>
</tr>
<tr>
<td>Care of seriously ill family members</td>
<td>9%</td>
<td>73</td>
<td>18</td>
</tr>
</tbody>
</table>

Source: 2014 NSE, Families and Work Institute
Percentage of Employers Offering Less than 12 Weeks of Leave:
2014 data limited to 96% of sample indicating at least one worksite is covered by FMLA

Source: 2014 NSE, Families and Work Institute
The average job-guaranteed leaves for three types of leave (mandated by FMLA) have declined

<table>
<thead>
<tr>
<th>Leave Policies</th>
<th>2008</th>
<th>Sig.</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average maximum job-guaranteed leave for women following the birth of a child</td>
<td>14.7</td>
<td>ns</td>
<td>13.8</td>
</tr>
<tr>
<td>Average maximum job-guaranteed leave for spouses/partners of women who gave birth following the birth of their child</td>
<td>12.1</td>
<td>***</td>
<td>10.9</td>
</tr>
<tr>
<td>Average maximum job-guaranteed leave following the adoption of a child</td>
<td>13</td>
<td>***</td>
<td>11.8</td>
</tr>
<tr>
<td>Average maximum job-guaranteed leave for employees to care for seriously ill family members</td>
<td>13.3</td>
<td>**</td>
<td>12.1</td>
</tr>
</tbody>
</table>

Source: 2014 NSE, Families and Work Institute
Employers are just as likely to provide any replacement pay as in 2008.

However, among employers that provide any pay, full pay is less common, from 16% in 2008 to 9% in 2014 and “Depends on the situation” has doubled from 14% in 2008 to 28% in 2014.

Source: 2014 NSE, Families and Work Institute
In 2014, large employers (64%) are more likely to provide Elder Care Resource and Referral than small employers (37%) and since 2008, employers are more likely to provide...

- Elder Care Resource and Referral***: 31% (2008), 43% (2014)
- DCAPs for elder care***: 23% (2008), 41% (2014)
- Access to respite care***: 3% (2008), 7% (2014)

Source: 2014 NSE, Families and Work Institute
There has been an increase in the percentage of employers providing Employee Assistance Programs (EAPs) and wellness programs.

- Percentage providing an EAP to help employees deal with problems that may affect work or personal life: 58% in 2008, 77% in 2014.
- Percentage providing wellness programs for employees and their families: 51% in 2008, 60% in 2014.

Source: 2014 NSE, Families and Work Institute
CULTURE OF FLEXIBILITY AND SUPPORTIVENESS

While organizations are just as likely to discuss flexibility and support as in the past, fewer employers are matching appraisal and reward systems to those messages.

Percentage of employers responding “very true”...

- Supervisors are encouraged to be supportive of employees with family needs by finding solutions that work for both employees and the organization (ns)
  - 2008: 21%
  - 2014: 24%

- The organization makes a real and ongoing effort to inform employees of available assistance for managing work and family responsibilities (ns)
  - 2008: 42%
  - 2014: 58%

- Supervisors are encouraged to assess employees’ performance by what they accomplish and not just the number of hours they spend at the workplace***
  - 2008: 64%
  - 2014: 71%

- Management rewards those within the organization who support effective flexible work arrangements***
  - 2008: 11%
  - 2014: 20%

Source: 2014 NSE, Families and Work Institute
More employers are providing some health care benefits than in past

- Health insurance coverage for full-time employees***
  - 2008: 23%
  - 2014: 95%
- Full payment of the premium for full-time employees' health insurance***
  - 2008: 14%
  - 2014: 98%
- Part payment of the premium for full-time employees' health insurance***
  - 2008: 76%
  - 2014: 86%
- Health insurance coverage for family members***
  - 2008: 91%
  - 2014: 97%
- Health insurance coverage for unmarried partners of employees***
  - 2008: 29%
  - 2014: 43%
- Wellness program for employees and their families***
  - 2008: 51%
  - 2014: 60%
- Private space for breastfeeding women***
  - 2008: 49%
  - 2014: 74%
Though both small (99%) and large (100%) employers are equally likely to offer personal health insurance coverage, small employers are more likely than large employers to pay all of the premiums.

**HEALTH CARE BENEFITS**

- Full payment of the premium for personal health insurance***:
  - Small (50-99): 18%
  - Large (1,000+): 3%

- Part payment of the premium for personal health insurance***:
  - Small (50-99): 82%
  - Large (1,000+): 96%

Source: 2014 NSE, Families and Work Institute
HEALTH CARE BENEFITS

More large employers are asking employees to pay a larger share of health care premiums than small employers

Percentage of employers responding “yes”...

Over past 12 months, employees asked to pay a larger proportion of personal health insurance premium***

- Small (50-99): 31%
- Large (1,000+): 51%

Over past 12 months, employees asked to pay a larger proportion of family health insurance premium***

- Small (50-99): 32%
- Large (1,000+): 54%

Source: 2014 NSE, Families and Work Institute
There have been increases and decreases in economic security assistance

Percentage of employers providing...

- Short-term, non-occupational disability insurance (TDI)**: 2008 - 67%, 2014 - 75%
- Defined-benefit pension plan (ns): 2008 - 26%, 2014 - 21%
- 401 (k), 403 (b) or other retirement plan***: 2008 - 84%, 2014 - 96%
- Contribution to employee retirement plans (ns): 2008 - 76%, 2014 - 80%
- Financial assistance for education/training (ns): 2008 - 64%, 2014 - 68%
- Assistance in obtaining public benefits***: 2008 - 20%, 2014 - 13%

Source: 2014 NSE, Families and Work Institute
Future Research

- FWI has partnered with the LEAD Center and Office of Disability Employment Policy to conduct research comparing the experiences of people with and without disabilities on and off the job.
- Sample items may include:
  - An eight question objective measure of disability status comparable to the American Community Survey
  - A one item subjective disability status measure:
    - *Do you identify as a person with a disability?*
  - How supportive is your workplace for employees with disabilities?
  - What on-the-job supports are needed for you to be successful on the job?
Best Practices in Employee Retention and Return-to-Work: Lessons Learned from Employers

Rebecca Salon
LEAD Center Project Director
National Disability Institute
BEST PRACTICES IN EMPLOYEE RETENTION AND RETURN-TO-WORK: LESSONS LEARNED FROM EMPLOYERS

- Review of ODEP’s and LEAD Center’s work on:
  - Retention and return to work
  - Survey of U.S. Business Leadership Network (USBLN) members
  - Promotion of Customized Employment as a Universal Design
WHAT ARE RETENTION AND RETURN-TO-WORK STRATEGIES?

Strategies that enable people to resume work in some capacity as quickly as possible

- Reduce workers’ compensation costs
- Maintain productivity
- Maintain a connections between employee, supervisor and workplace
- Reduce turnover and retain talent
EMPLOYER BEST PRACTICES SURVEY ON RETENTION & WORKPLACE FLEXIBILITY

- USBLN® “helps business drive performance by leveraging disability inclusion in the workplace, supply chain and marketplace”

- Survey conducted by the US Business Leadership Network (USBLN®) in collaboration with the LEAD Center

  - 24 respondents were USBLN® member companies representing a range of company sizes and a variety of industries

  - Most identified that 20% or more of their workforce were mature workers
USBLN SURVEY FINDINGS

- Overall, workplace flexibility was valued by and integrated into the company culture of all respondents.

- Members reported taking actions and creating policies and practices to become more age-friendly and/or provide workplace flexibility in the areas of Recruitment, Workplace Accommodations and Training, with Workplace Accommodations receiving the most “yes” responses.
Flexible work arrangements included

1) Job Sharing
2) Telework
3) Flex Time
4) Job Carving
5) Negotiated Job Description

Flex Time and Telework were the most common responses at 100.0% and 91.7% respectively; negotiated job description was the least common response at 8.3%.

Most reported that they had staff who were trained in accommodations.
WHAT IS A RETURN-TO-WORK PROGRAM?

➤ Return-to-Work (RTW) program is a retention strategy to retain valued employees and to enhance the productivity of the workforce.

➤ RTW programs
  ➤ are designed to return a worker who is injured, disabled or temporarily impaired to the workplace as soon as it is medically feasible.
  ➤ often involve a progressive return to full duty.
  ➤ are part of an overall disability management strategy.
  ➤ can be in-house or through third-party vendors.
  ➤ may include temporary or permanent accommodations.

http://askjan.org/media/downloads/rtwprograms.pdf
BEST PRACTICES IN WORKPLACE FLEXIBILITY: A RETURN-TO-WORK STRATEGY

- Workplace Flexibility is a basic business strategy with proven positive impact on turnover and employee productivity.
- Flexible work arrangements enable employers to both attract and retain workers.

Three pillars of workplace flexibility = flexibility of time, place, and task

WHAT DOES WORKPLACE FLEXIBILITY LOOK LIKE AS A RTW STRATEGY?

- **TIME:** Re-scheduling hours worked, altering shift and break schedules, or compressing the number of hours worked each week

- **PLACE:** Enabling an employee to telecommute from home or an alternative location all or part of the time

- **TASK:** Changing what job tasks an employee performs; having employees share the responsibilities of a full-time job; re-assigning some job tasks from one position to another to promote greater productivity

CUSTOMIZED EMPLOYMENT AS A RETENTION AND RTW STRATEGY

Customized employment (CE) is a universal strategy designed to personalize the employment relationship between an employer and employee to meet the needs of both.

CE creates an individualized match between the strengths, conditions, and interests of a job candidate or employee and the identified business needs of an employer.

http://www.dol.gov/odep/topics/CustomizedEmployment.htm and www.leadcenter.org
CUSTOMIZED EMPLOYMENT AND WORKPLACE FLEXIBILITY

A customized job description is created based on:

- **Task reassignment**: Some of the job tasks of incumbent workers are reassigned to a new employee. Task reassignment typically takes the form of job creation, whereby a new job description is negotiated based on current, unmet workplace needs.

- **Job carving**: An existing job description is modified — containing one or more, but not all, of the tasks from the original job description.

- **Job sharing**: Two or more people share the tasks and responsibilities of a job based on each other's strengths.

http://www.dol.gov/odep/topics/CustomizedEmployment.htm
LEAD CENTER’S IN-DEPTH LOOK INSIDE AN EXEMPLARY AMERICAN CORPORATION

- LEAD Center studied best practices in a large, successful, U.S. corporation to learn about and document effective retention and RTW policies and practices.

- Described practices and strategies at the individual, workplace, and systems level that benefit both the employer and employees

- Focused on their:
  - Workplace Culture
  - Workforce
  - Benefits
  - Programs
ABOUT THE CORPORATION

» Multisite

» Diverse workforce

» Mix of full and part-time employees

» Sites in urban, rural and suburban settings
MORE ABOUT THE CORPORATION

- Recognition of the importance of attracting, training and retaining highly qualified employees and

- Invested significant resources in training and motivating employees

- Low turnover (6%) and high retention (average tenure of 10 years)
STRUCTURES CREATED WITHIN THE CORPORATION INCLUDE:

- How it communicates its corporate culture
- The value it places on their workforce, treating them like valued customers
- Engaging service providers and vendors that are required to support the workforce in an integrated collaborative manner
Structures created within the corporation include: (cont.)

- Ensuring that key people maintain communication with employees who experience disability, injury or illness so that they receive needed support in a timely manner and know the extent to which they are valued.

- Training and supporting supervisors and managers so that employees hear consistent positive messages and receive timely support, especially if they are not able to be at work for a period of time and/or cannot do all of the essential functions of their job.
CORPORATE CULTURE

- Employees are treated as “customers”
- Acknowledged as important company assets
- Focus on providing the right benefits, under the right plan, at the right time
- Philosophy led to the creation of an integrated leave department that integrates services through a network of vendors
- Commitment to providing a living wage, good benefits, career opportunities and seamless income protection if illness and injury precludes working
PROMISING PRACTICES THAT PROMOTE RETENTION AND RETURN TO WORK

- Array of programs and services that promote the prevention and management of disability and/or that support health/well-being

- Liberal paid and unpaid leave of absences to accommodate work-life balance

- Vendors and managers collaborate on stay-at-work, return-to-work, transitional return-to-work and prevention programs
DISABILITY MANAGEMENT

- Created linkages to ensure that services are integrated, personalized and vendors collaborate
  - disability-related programs (workers’ compensation, short- and long-term disability);
  - employee assistance programs;
  - disease management programs;
  - wellness, health care, and rehabilitation programs; and
  - other medical and clinical support services
VENDOR INTEGRATION & SUPPORT

- Vendors are trained on the corporation’s culture and capacity for workplace flexibility.

- Service integration has increased efficiency and effectiveness, which has reduced the disruptive impact of injury and illness.

- Business agreements are required between the Employee Assistance Program (EAP), workers’ compensation carrier, health care plan, short- and long-term disability carrier, disability management providers, & wellness providers.
MORE ON VENDOR INTEGRATION & SUPPORT

- Attendance of all vendors is required at an annual 2-day summit to share information on services.

- Vendors are trained to actively listen and create linkages when needs surface.

- All participate in monthly “grand rounds” and make case review calls.
COMPONENTS OF INTEGRATED RTW

- Employee Assistance Program
- Short-term disability vendor as RTW coordinator, designing and implementing individualized RTW plans focused on early & safe RTW, done with employee & supervisor
- Long-term disability after 6 months, including Medical and Vocational Rehabilitation
- Transitional RTW and Prevention programs
- Clear message to employees: they are valued and the corporation wants them to RTW
SERVICES & ACTIVITIES SUPPORTING TRANSITIONAL EMPLOYMENT FOR RTW

- Managers have checklists so that they can review options
- Job duties may be carved out and/or customized to meet the employee’s capacity and the needs of the business
- Decisions become part of a Transitional Employment RTW plan and offer of a temporary modified job opportunity
MORE SERVICES & ACTIVITIES SUPPORTING TRANSITIONAL EMPLOYMENT FOR RTW

- The process repeats as restriction may be reduced or eliminated.

- On-site rehabilitation may be available to provide therapy, coaching, work conditioning guidance, education on proper posture when working, and general education to prevent injury or re-injury.
ADDITIONAL PROMISING PRACTICES

- Reasonable accommodation are explored through Job Assessment Meetings (e.g., job modifications, assistive technology, schedule changes, medical or adaptive equipment, ergonomic interventions, etc.).

- Other job openings may be explored. If qualified, an employee can be placed in that position, generally without competition.

- Conducting periodic satisfaction surveys on the leave, RTW programs and vendors, including suggestions for improvements.
ANOTHER PROMISING PRACTICE: JOB ANALYSES

- Job descriptions are continually reviewed
- Job analyses are available for every position, and include:
  - Mental & physical demands,
  - Working conditions, and
  - Essential functions.
- Nonessential functions also are listed with physical demands.
MORE ON JOB ANALYSES

- Ergonomic analyses are conducted as needed to determine the need for modifications or accommodations to address safety, training, and specific job functions.
  - Training is done on proper posture and safe lifting techniques.
  - Ergonomic needs, adjustments or equipment are addressed.

- Safety and injury prevention are a strong focus in this corporation, with each location having a safety committee.
REPLICABLE RTW PRACTICES

- Create and communicate a culture where employees feel valued and essential
- Create an infrastructure that integrates disability management, other services, and return-to-work/stay-at-work initiatives
- Build in income protection, including connecting Short- and Long-Term Disability
- Design Long-term Disability plans that encourage return-to-work
MORE REPLICABLE RTW PRACTICES

- Ensure clear consistent messaging and easy access to information promoting RTW
- Provide training and support in managing the RTW process
- Integrate communication between all stakeholders to meet medical, vocational and financial needs
EVEN MORE REPLICABLE RTW PRACTICES

- Ensure regular feedback from customers and employees
- Create prevention programs informed by RTW strategies (e.g., banks of pre-identified job activities, guidance for RTW accommodations, etc.)
- Offer injury, illness & disability management & prevention services on site where possible
- Create financial incentives for RTW
RESOURCES - TOOLKITS

- ODEP Workplace Flexibility Toolkit -
  http://www.dol.gov/odep/workplaceflexibility/

- Employer Alliance Work-Life Toolkit –
  http://www.employeralliance.sg/toolkit/

- When Work Works Workplace Flexibility Toolkit -
  http://familiesandwork.org/3w/toolkit/webpage-toolkit.html and
RESOURCES - WEBSITES

- Return-to-Work Programs: JAN Accommodation and Compliance Series –
  http://askjan.org/media/downloads/rtwprograms.pdf
- How to Ask for a Flexible Work Arrangement -
  http://www.workoptions.com/fastest-way-to-get-flexible-work
- Customized Employment and Flexible Work Arrangements -
  http://www.dol.gov/odep/topics/CustomizedEmployment.htm
- Negotiating with Employers -
  http://www.dol.gov/odep/categories/workforce/CustomizedEmployment/practical/negotiate.htm
RESOURCES – RESEARCH

- National Study of Employers 2014

- Campaign to support WFA
  http://www.workplaceflexibility2010.org/

- Work-life Balance and the Economics Of Workplace Flexibility

- Business Impacts of Flexibility
  http://www.cvworkingfamilies.org/system/files/Business%20Impacts%20of%20Flexibility.pdf
QUESTIONS?
LEAD CENTER FREE WEBINAR SERIES

- The LEAD Center provides a new webinar on the last Wednesday of each month from 3:00 p.m. EDT - 4:30 p.m. EDT.
- Webinars include three mini-series on:
  1. Economic Advancement
  2. Leadership
  3. Employment
- July, August, and September webinars are part of the Employment mini-series, with a focus on improving the employment outcomes of individuals with disabilities.

http://www.leadcenter.org/webinars
UPCOMING WEBINARS

September 24, 2014 at 3:00pm EDT
CILs and AJCs: Strategic Partnerships that Lead to Better Employment and Economic Advancement Outcomes

A growing number of Centers for Independent Living are providing employment services to meet the needs of their customers and to improve the employment and economic advancement outcomes of individuals with disabilities. Join us to learn about findings and tools from a LEAD Center Demonstration Project completed with five Centers for Independent Living, the National Council on Independent Living and the National Association of Workforce Development Professionals to improve collaboration and coordination between the CILs and AJC management and staff.

Target Audience: Workforce Development Professionals, Policy Makers, Individuals with Disabilities and related stakeholders.
THANK YOU & CONTACT INFORMATION

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