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Dear Friends:

Fall is now upon us in the northeastern part of the United States. The leaves are changing colors, the children are back at school and the sweaters and jackets have been taken out of the closets. Although summer is my favorite time of year, I always found the fall to be the most energizing. The start of school always felt like the opportunity for a new beginning or another step forward on what would become my life's path. As a mom, I find I get to experience this energy and excitement through my children and what's even more wonderful, is that I get to share it all with you, our newsletter subscribers and all of Springboard's clients around the world.

This fall has been particularly exciting for me and for everyone on the Springboard team, thanks in large part to Cisco and their serving as the Host of our inaugural Disability Matters Asia Pac event which took place only weeks ago in Bangalore, India. In addition to all of The Wave's regular topics, this issue features what was a momentous event. I hope in reading about the conference and this year's honorees, if you were in attendance, you will get to re-live the education, inspiration and celebration that took place and if you were unable to attend, you will certainly plan to attend in 2014.

I wish everyone a wonderful, energizing and exciting fall.

Nadine

2014 Disability Matters Events

US - San Antonio, TX
April 8-10th, 2014
EU — Coming Soon
Asia-Pac — Coming Soon

2014 US Disability ERG Summit
San Antonio, TX
April 8th

2014 Disability Connect
San Francisco, CA
February 25th, 2014

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The ADA Inquirer:

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

A Workforce Equal to the Task

October 2013 marks another observation of National Disability Employment Awareness Month (NDEAM). This year's theme, "Because We Are EQUAL to the Task" acknowledges that individuals with disabilities have the education, training, experience, and desire to be successful contributors to the workplace.

As we celebrate the contributions of employees with disabilities, it's also important to gear up for compliance with the latest regulatory changes out of the Office of Federal Contract Compliance Programs (OFCCP). On August 27, 2013, OFCCP announced the Final Rule that makes changes to the regulations implementing Section 503 of the Rehabilitation Act of 1973, as amended at 41 CFR Part 60-741. Section 503 prohibits federal contractors and subcontractors from discriminating against employees and applicants with disabilities and also requires these employers to take affirmative action to recruit hire, promote, and retain these individuals.

A few highlights of the Final Rule to keep in mind:

- It establishes a nationwide 7% utilization goal for qualified individuals with disabilities. It's important for employers to note that failure to meet this goal is not a violation of the regulation and will not lead to fines, penalties, or sanctions.
- It requires that contractors document and annually update documentation regarding the employment of individuals with disabilities within their firms.
- The Final Rule requires contractors to invite applicants to self-identify as individuals with disabilities in both the pre-offer and post-offer phases of the application process. The rule also requires that employers invite employees to self-identify on an ongoing basis – every five years.
- It also requires that prime contractors use specific language in subcontracts regarding equal employment opportunity.
- It reminds contractors that OFCCP has access to employer documents for purposes of compliance checks or focused reviews.
- It also revises the definition of disability and certain nondiscrimination provisions of regulations to address requirements of the ADA Amendments Act of 2008.

The Final Rule was published in the Federal Register on September 24, 2013 and becomes effective March 24, 2014. Employers can get ready for the effective date now by implementing several disability-related strategies:

- Now is the time to review your firm's policies to ensure they convey a commitment to a disability inclusive workplace culture. Begin making the required changes to your policy

The ADA Inquirer - Continued

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

language outlined in the Final Rule.

- Start training your supervisors on the new regulatory requirements. Managers and supervisors are your firm's closest connection to your employees so bring them up to speed quickly with comprehensive disability compliance training.
- Use the observation of NDEAM to highlight your firm's disability compliance success in your various social media platforms. Post a success story to your Facebook page or Tweet about your observance of NDEAM.
- Allow Springboard to produce a Disability Mentor Day for you; a hands-on, job shadowing program with college students who have disabilities.

Firms can continue to promote positive employment outcomes for people with disabilities by building in activities that promote a disability inclusive workplace. Early activities to celebrate NDEAM and meet new compliance responsibilities under the Final Rule making changes to the regulations implementing Section 503 can help position your firm be on the cutting edge of disability law compliance. Contact Springboard Consulting to discuss how we can assist with these and other disability-related plans and programs.

Technical Wire:

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

**PLEASE VISIT US NEXT ISSUE WHERE
PETER MCNALLY'S
INSIGHTFUL
AND INFORMATIVE
TECHNICAL WIRE
WILL RETURN!!**

The Travel Spot:

Scott Rains—The Rolling Rains Report

U.S. Access Board Issues Final Guidelines for Federal Outdoor Recreation Sites

On September 26th the U.S. Access Board issued new accessibility [guidelines](#) for outdoor areas developed by the federal government. The guidelines provide detailed specifications for accessible trails, picnic and camping areas, viewing areas, beach access routes and other components of outdoor developed areas when newly built or altered. They also provide exceptions for situations where terrain and other factors make compliance impracticable.

"The Board is eager to release these guidelines, which were long in the making, to explain how access to the great outdoors can be achieved," states Access Board Chair Karen L. Braitmayer, FAIA. "The greatest challenge in developing these guidelines was balancing what's needed for accessibility against what's possible in natural environments with limited development."

Requirements for trails, outdoor recreation access routes, and beach access routes address surface characteristics, width, and running and cross slopes. Exceptions are included for these and other provisions under certain conditions stipulated in the guidelines. Departures are allowed where compliance is not practicable because of terrain or prevailing construction practices. Exceptions are also recognized where compliance would conflict with mandates such as the Endangered Species Act and other laws or where it would fundamentally alter a site's function or purpose.

The guidelines originate from recommendations prepared by an advisory panel chartered by the Board, the Outdoor Developed Areas Regulatory Negotiation Committee. They were made available for public comment twice and finalized according to the feedback received. The rule applies only to national parks and other federal sites, but the Board plans to follow-up with rulemaking to address non-federal sites under the Americans with Disabilities Act (ADA) at a later date.

"The Board is moving ahead to issue the guidelines first for federal sites out of expediency," explains Braitmayer. "In developing its guidelines, the Board must assess and aggregate their impacts. The Board was able to complete the necessary assessment on sites in the federal sector, but will require more time to analyze the impacts on the broader range of sites controlled by state and local governments covered by the ADA."

The rule applies to federal agencies that develop outdoor areas for recreational purposes, including the National Park Service, the Forest Service, the Fish and Wildlife Service, the Army Corps of Engineers, the Bureau of Land Management, and the Bureau of Reclamation. The new requirements will become mandatory on November 25, 2013 as part of the [Architectural Barriers Act Accessibility Standards](#), which apply to facilities that are built, altered, or leased with federal funds.

The Travel Spot—Continued

Scott Rains—The Rolling Rains Report

The Board will conduct a public webinar on the new rule on October 17 from 2:30 to 4:00 (ET). To register for this free webinar, visit www.accessibilityonline.org.

For further information on the rule, visit the Board's [website](#) or contact Bill Botten at out-door@access-board.gov, (202) 272-0014 (v), or (202) 272-0073 (TTY).

Breaking Physical Barriers:

Ingrid M. Kanics,—Springboard Consulting, LLC

Finding Equitable Use and Flexibility in Use in your world!

The seven principles of Universal Design give us a starting point to create environments where all workers can be more productive every day. Unlike ADA codes the principles do not include a lot of measurements to design to but give use starting points for dialogue in creativity for our designs.

The major point to remember about universal design is that it strives to create environments that meet everyone's needs not just those who need special accommodations due to some diagnosis or another. It is about creating great places where we can all thrive together.

There are seven principles which in many ways compliment and overlap each other. For this newsletter the focus will be on the first two principles; Equitable Use and Flexibility in Use.

Let's start with Equitable Use, as defined by the Center for Universal Design,

Principle One: Equitable Use

The design is useful and marketable to people with diverse abilities.

GUIDELINES

- Provide the same means of use for all users: identical whenever possible; equivalent when not.
- Avoid segregating or stigmatizing any users.
- Provisions for privacy, security, and safety should be equally available to all users.
- Make the design appealing to all users.

In the simplest of terms this means that the design should be able to be used by everyone (and be appealing too). An example would be a website that meets W3C standards allowing text-to-speech readers to function for those with visual impairments. To learn more about W3C standards contact Springboard to speak with our IT/Web Accessibility Team.

Following these standards ensures that all can read the information from your website.

Breaking Physical Barriers—Continued

Ingrid M. Kanics, _____, Springboard Consulting, LLC

Equitable use can be a hard thing to reach but more and more organizations are tackling this with creative solutions. Many organizations will solve a transition of height by using a ramp system, for existing buildings this can look like an eye sore that gets the job done but not with the greatest aesthetics. New design opens the door for a wide variety of creativity to address change of heights in or around a building. This can be done in playful ways that create a signature feel to your building. One prime example is the Edward Robert's Campus building in Berkeley, CA. The designers of this building created a lobby that is functional for all as well as a fun focal point for those visiting the building. The building includes stairs and elevators but who wouldn't want to get to the second floor via the colorful bright circular ramp system!



One way to create equitable use in a building space is through the use of motion sensors. Not only do sensors create access for everyone it is also a cost effective way of operating a building. Sensor controlled doors and lights mean that anyone that enters the building or room and do so without having to grab hold of the door knob or flip the light switch. On a recent project that I worked on in Michigan we were required by code to have motion sensors on lights in all rooms. The reasoning of the code was linked reducing energy costs across the state; the bonus was more equitable use to those who used these spaces every day!

As you might imagine designing things that everyone can use is not the easiest thing in the world. This second principle provides some direction when equitable use is hard to reach.

Principle Two: Flexibility in Use

The design accommodates a wide range of individual preferences and abilities.

GUIDELINES

- Provide choice in methods of use.
- Accommodate right- or left-handed access and use.
- Facilitate the user's accuracy and precision.
- Provide adaptability to the user's pace.

Breaking Physical Barriers—Continued

Ingrid M. Kanics,—Springboard Consulting, LLC

This principle is all about providing options within a design or an activity. When exploring office systems the more the system can be adapted the more you can provide for each worker within the organization, from the staff member who is 5' to the other who is 6' 8".

When I work with organizations this is the place I look at the most when striving for inclusion. How flexible is the actual environment, the equipment that goes into the environment and most importantly the culture of the organization. Is the organization open to a discussion about how a process could be done differently so that the employee can excel at the process resulting in an employee who truly feels part of the company. Often time the employee has a solution that might work if given the chance present it. Many times an organization will develop a solution for a specific situation/employee and end up finding that the solution also benefits others in the organization. These are all win-win situations for the employee and the organization.

The solutions can be very simple, for example, providing captioning on video training or lobby videos for customers. Depending on the situation having the text makes it easier for staff/customers to get the information. Another example is having tools that can be used with either hand, thus supporting the lefties and righties of the world! Flexibility is really about providing choices so that each person can pick the best one for where they are today.

The principle of Equitable Use and Flexibility in Use provide us with a good starting point for thinking about our designs so that they include everyone. We will explore a few more principles in the next newsletter that will complement these further and give us more direction in creating environments for all!

References

The Principles of Universal Design are from The Center for Universal Design (1997). *The Principles of Universal Design, Version 2.0*. Raleigh, NC: North Carolina State University. Compiled by advocates of universal design, listed in alphabetical order: Bettye Rose Connell, Mike Jones, Ron Mace, Jim Mueller, Abir Mullick, Elaine Ostroff, Jon Sanford, Ed Steinfeld, Molly Story, & Gregg Vanderheiden.

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http://www.mtc.ca.gov/news/transactions/ta_spring_2011/erc.htm

2013 ASIA-PAC REGION
DISABILITY MATTERS
CONFERENCE AND AWARDS
HIGHLIGHTS



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Gregory Akers
Senior Vice President of Advanced Security Initiatives
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Focus on Achieving Disability Confidence

Cisco is committed to attracting, retaining and developing a diverse workforce that includes and embraces people with disabilities, creates a culture where everyone feels empowered to make a difference and be their best selves. Cisco's stated vision is to "change the way we work, live, play and learn". Ensuring people with disabilities are able to take advantage of the network and leverage its potential, is a natural extension of this vision. People with disabilities are vital members of the Cisco family and integral to our success; we believe their experiences, backgrounds and perspectives help fuel our competitiveness, enabling us to effectively identify market opportunities, solve complex problems and drive innovation. Hence, it is critical that we create a barrier free environment for our diverse employees to enable them to work more independently and productively.

To achieve this, we strive to design Cisco offices, enterprise applications, labs and systems to accommodate employees with disabilities. Our products, services, websites, and documentation are made accessible either through their design or through use of assistive technology. In fact, Cisco has been designing accessible products for more than 20 years, including hardware, software, and services that are now an essential part of business, education, government, and home communications. Today, our innovative and collaborative spirit is shaped by a constant focus on accessibility across each of our major product lines.

Within Cisco, there are two labs dedicated to accessibility: the Accessibility Design Lab and the Corporate Compliance Accessibility Lab. The former provides a research environment in which developers, engineers, product managers, documentation writers, and researchers can observe the usage of our products by people with disabilities. This lab is also available to field sales and customers to demonstrate the accessibility of Cisco's products. The latter, the Corporate Compliance Lab, is dedicated to the testing of products for compliance to the applicable laws.

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At the Cisco Campus in Bangalore, there is considerable emphasis on providing several special facilities and accommodations for employees with special needs.

Some of these include:

- **Parking:** Dedicated parking spaces are provided in all buildings.
- **Accessibility:** Ramps at entrances to buildings and cafeterias; automated sliding doors at all main building entrances
- **Signage:** Braille on all lifts and meeting rooms
- **Audio announcement** in elevators on reaching each floor
- **Facilities:** Accessible washrooms on each floor; drinking water/tea vending machines on every floor at a height of 1200 mm or less for ease of access
- **Transport** - doorstep pickup and drop
- **Fire safety:** Audio warning for fire alarms, easily accessible fire exit routes, trained ERT members to help / support during the evacuation
- **Workstation Area/space** - Access to work station is provided via 7' wide main corridors beside the core and 4' wide territory corridor

License to JAWS software available to the visually handicapped

Internally, the Connected Disabilities Awareness Network (CDAN), a global Employee Resource Organization (ERO), provides a strong support network and plays an important business advisory role. CDAN has chapters worldwide, including in India, Japan, Australia, the United States, and the United Kingdom. The CDAN mission is to promote an adaptable work environment that provides business benefits to Cisco and its customers, partners, employees, suppliers, and communities. Additionally, the 'Cisco People with Disabilities Advisory Group' represents many functional areas within the company worldwide.

Cisco also wants to understand how disabilities affect every aspect of business. By integrating accessibility into business processes, operations, and products, we are a disability-confident company, both internally and in our work with partners and customers.

Research has shown that diverse teams tend to be more creative and innovative. There's a clear relationship between innovation and diversity, with new ideas often coming from the convergence of different perspectives. According to the U.S. Department of Labor, most employers say that employees with disabilities have the same flexibility, absenteeism, and aptitude for acquiring new skills as employees without disabilities and one-third of employers report that employees with disabilities have more dedication and less turnover. As a result, inclusion helps nurture a wider combination of fresh ideas that can lead to a leap in innovation. In a market where attracting, retaining and developing top talent is vital to ongoing innovation and relevance, we believe that those organizations that are able to serve the needs and empower people with disabilities to be their best selves will be able to tap into invaluable resources.

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Because of Cisco's intense disability-inclusive policy, Cisco is a key contributor to accessibility standards and guidelines created by the International Telecommunications Union (ITU), the Internet Engineering Task Force (IETF), the Telecommunications Industry Association (TIA), and others. Cisco continues to seek newer and better ways of creating products that are universally accessible, so that we can continue to transform how we all connect, communicate and collaborate. Ultimately, it is about helping people make the most of the network to foster innovation, collaboration, and market relevance.

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Gurdeep Bains
Senior Manager
Employee Health & Safety &
Environment
Accenture

Perspectives on employing persons with disabilities

Organizations across the globe are increasingly realizing that inclusion and diversity can be a source of competitive strength. An inclusive work environment and a diverse workforce can help organizations take advantage of varied skills and deliver innovative services, products or solutions. With the business case for embracing inclusion and diversity gaining ground, organizations have begun to chart robust strategies to achieve their corporate social responsibility objectives as well as their business goals.

An inclusive and diverse organization values all individuals and fosters equitable practices and work cultures. Such an organization is committed to providing equal opportunities to everyone, irrespective of gender, ethnicity, sexual orientation or physical ability. To be truly inclusive, organizations have to address the special needs of each of these diverse groups.

During a forum that Accenture conducted on the theme “Skills to Succeed for a High-Performance Nation: Empowering Persons with Disabilities”, eminent industry experts, representatives from non-profits, persons with disabilities (PwDs) and Accenture leaders brainstormed on issues such as:

- Creating a sustained, systemic demand for employment
- Identifying and developing talent sources
- Enabling long-term career development
- Promoting an inclusive culture

The interactions yielded a wealth of actionable insights that could be of immense value in formulating effective inclusion and diversity programs and policies.

Creating a sustained, systemic demand for employment

A growing number of companies are willing to employ PwDs, following the example set by role model organizations and non-profits who are working toward building skills that make PwDs

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employable. Although these organizations have helped heighten awareness about creating employment opportunities, there is a definite need for a sustained campaign to shift attention from what PwDs cannot do to what they can.

Identifying and developing talent sources

Organizations typically hire PwDs through the non-governmental organizations (NGOs) with which they have connections or through referrals from these organizations. However, awareness about these talent pools is low. On a positive note, businesses have now begun reaching out to NGOs and are funding programs to deepen the talent pools.

Enabling long-term career development

Multi-nationals and some small and medium enterprises are making substantial progress in long-term career development for PwDs. As the business case gradually takes precedence over altruism, businesses and business leaders are becoming more open to hiring PwDs. However, the lack of trained experts, low awareness of assistive technologies and inadequate physical infrastructure are among the major obstacles.

Promoting an inclusive culture

Awareness has improved significantly in many organizations, and, as a result, PwDs enjoy greater acceptance in the workplace. But building awareness and changing attitudes take time, and these demand sustained leadership commitment. Organizations need to continue investing in training and sensitization programs to establish a truly inclusive culture.

Synergizing corporate citizenship and inclusivity efforts

Several organizations have begun integrating corporate citizenship and inclusivity efforts to benefit from their synergy. Although many hire PwDs to fulfill corporate social responsibility obligations, inclusion and diversity initiatives help these employees integrate and grow their careers meaningfully.

Inclusion and Diversity at Accenture

We are committed to ensuring an inclusive environment that supports our Accenture persons with disabilities across the globe. Accenture is focused on educating our people about how to integrate Persons with Disabilities (PwD) into the workplace and building awareness about working effectively with PwD.

We strive to provide a barrier-free work environment that is accessible for persons with disabilities. We offer reasonable accommodations for our employees including assistive technology, workplace adjustments or other adjustments that enable persons with disabilities to perform essential job functions.

We respect each person's abilities and celebrate the value they bring to the organization through our celebration of International Day of Persons with Disabilities throughout the month of December. Accenture sponsors a Global PwD Champions Network that organizes

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local networking, collaboration, mentoring and awareness-building activities in our geographies for persons with disabilities, as well as caretakers and colleagues.

This award is truly a testament of all the work we have done in building an inclusive culture. At Accenture, we respect each person's abilities and celebrate the value they bring to the organization; it's what makes us "greater than" in all that we do. Leveraging the power of our diversity and helping our clients achieve high performance fuels a strong sense of belonging and pride in our company – this is what makes us stand apart! We thank you for this recognition!
Shivani Chaturvedi (shivani.chaturvedi@accenture.com)

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InterGlobe Aviation Limited (“IndiGo”)

Alphonso Dass

*Vice President—Airport Operations
& Customer Services*



Summi Sharma

*Director -ifly
Learning & Development*

Scott Hamilton said "the only disability in life is a bad attitude"

At IndiGo we believe in simplicity. There are three values that we swear by - on time, hassle free & courteous and low fares

Therefore, the mandate given by our President Mr. Aditya Ghosh to all at IndiGo is that we uphold these values for everyone who comes in touch with IndiGo. For example people who travel with us, who work for us, work with us. Everyone!

We are a low cost airline but this does not equate to low quality. Therefore, our endeavor is to make every flight not just accessible but hassle free to all our passengers.

Everyone asks us how our journey to disability awareness started. And we are candid in our reply - **BY MISTAKE.**

A passenger with visual impairment who is a regular flier with us (knows the airport really well) came to the check-in counter. Our staff member at the check-in counter asked if he needed to be escorted. He refused. She checked him in, gave the boarding pass, and then asked again "Sir, would you like someone to escort you? It would be most helpful." The passenger got really upset. Came back from the flight and complained.

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We were baffled. Our standard operating procedures were in place. We do not ask or insist on a service that is not required or welcome.

We started introspecting and spoke with not just this staff member at the check-in counter but other front line people as well. What came to light was a complete lack of awareness but not the intent of discrimination or exclusion.

Why is it okay to find people with disabilities working and living their lives normally when you visit a developed nation? And in our country we still struggle to understand the challenging needs of the specially gifted, the right education for them and also for the ones around them. Our challenges are two fold – firstly, creating an understanding and secondly, changing the mindset and pre-conceived notions.

To probe further, we asked our regular fliers with a disability about the “challenges” they face when they fly but most importantly - how are they made to feel?

We also did our research on the London Para Olympics and the travel arrangements made.

After all this study, we came to a simple conclusion - we will break barriers together - not just by making our flights easily accessible but also by breaking our own mental barriers. A truth we should not shy away from.

Also, people have different needs which include our travel requirements. I normally like to sit on a window seat in the front of the aircraft cabin. Am I then grouped into a special category? Of course not! Then how can we categorize passengers with disability into a separate group? Knowing disability - not just as a standard operating process - but knowing and observing from close quarters, understanding challenges and, therefore, asking the right questions became a must and not just a good thing to do.

Hence, it only made sense that we took all of our Airport managers to a school where children with special needs go. We had lunch with them and spent some time with them. An emotional yet fun day! We had so much to learn.

We called in a few self-advocates to speak with our leadership team. A regular flier who cannot speak, another who is visually impaired and a lady who is hemiplegic. They shared their flying experiences with us and we understood that a wheelchair is not a means of transportation, but a pair of legs and therefore, it requires careful handling. So our airport team designed special zipper bags to stow the wheelchairs carefully in the cargo hold, avoiding any damage to the foot pedals and brakes which are fragile.

We partnered with an NGO to train our people. Just an awareness program would not have sufficed, it was imperative to make them feel what someone with a disability would feel, hence came the role plays. People were blindfolded, asked not to talk, moved around in wheelchairs;

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the concept of personal space was explained. The loaders who push wheelchairs, the call center agent who makes reservations, the airport staff and the cabin attendants – everyone is trained.

In addition to all this we added a Braille menu and safety card on board.

We changed our website on the basis of the feedback we got and I am proud to say we are one of the very few websites in the world wherein the tab for disability assistance is on the home page.

This is a small step, albeit a very important one. Are we perfect? No. Will we not make mistakes? We will. As our president says “we cannot guarantee that we will not make mistakes, but we guarantee that we will try our best”

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Mphasis (an HP Company)

Dr. Meenu Bhambhani
Head of Global Corporate
Social Responsibility

Mphasis (an HP Company) is a USD 1 billion global service provider, delivering technology based solutions to clients across the world. We serve clients across industries, including Banking and Capital Markets, Insurance, Manufacturing and Communications. Mphasis' integrated service offerings in Applications, Infrastructure Services, and Business Process Outsourcing help organizations adapt to changing market conditions and derive maximum value from IT investments. More information about Mphasis can be found on: www.mphasis.com

September 19th was a special day for Mphasis as that was the day when Spring Board Consulting, in a gala ceremony organized at Cisco Globalization Centre – Bangalore, recognized Mphasis Corporate Social Responsibility (CSR) efforts in the marketplace category. Mphasis is committed to a vision of creating sustained value to the communities it operates in. As an equal opportunity employer it is guided by values of Winning Culture – Open, Transparent, Collaborative, Demand Excellence and Honor Commitments. Mphasis actively sources and employs qualified individuals with disability to leverage the advantages of a diverse workforce. Mphasis has over 37,000 employees of which close to 1% are persons with disabilities. The organization has earmarked a certain budget for workplace solutions and accommodations to enable employees with disabilities to fulfill their job requirement Mphasis believes in long-term sustainability which depends on being responsible to the society and environment. Mphasis Corporate Social Responsibility is focused around three areas of:

- Education
- Employability
- Entrepreneurship Development

The target group is youth, children and women from underserved sections of society. Within this group of disadvantaged sections, a significant focus and commitment is given to disability. As an equal opportunity employer, Mphasis embarked on the journey of inclusion of persons with disabilities in 2005-2006. While changes at policy, systems and procedural level were initiated through Human Resources, Facilities, Administration, Technology and Internal/External Communication functions; there continued to remain issues within the eco-system some of

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which included finding the right/skilled talent with disability, ensuring a regular stream of supply to the pipeline, infrastructural/transport and services related barriers, and so on.

MphasiS has used its CSR strategically in the marketplace to support initiatives that attempt to provide solutions to the challenges/barriers encountered by persons with disabilities in accessing education – primary, middle as well as higher education, employment, transport etc. and covers children, youth and adults with disabilities. All these initiatives have been ongoing since 2008. MphasiS CSR initiatives are strategically targeted to bring diverse talent pool within and the initiatives fund projects which that prepare the talent pool, create a regular stream of individuals through support of inclusive education, removal of barriers in the ecosystem around through provision of reasonable accommodation at professional institutions of higher education and enhancing mobility through accessible transportation. These are integrated through Supply Chain Diversity. Also, one of the key elements of all programs is branding for MphasiS.

The initiatives that won MphasiS Disability Matters Award in the Market Place Category include:

- Kick Start Cabs of Wheels of Change – an accessible taxi service in Bangalore city
- Office of Disability Services at Indian Institute of Management Bangalore – provides reasonable accommodation to students in Higher Education
- Enhancing Employment Capabilities of Deaf Youth through English Literacy through NOIDA Deaf Society
- Project Communicate of Enable India – prepares youth with disabilities in skills required by IT enabled Services Companies.
- NCPEDP-MphasiS Universal Design Awards – a marketing initiative to recognise efforts in accessible environments and technology

All the above initiatives fall within the key focus areas of 3 Es of MphasiS Corporate Social Responsibility These initiatives started as a pilot and their success and impact has led to on-going support to all these initiatives. MphasiS is thankful to Spring Board for introducing the marketplace category that recognizes efforts of companies in areas outside of workplace and workforce. MphasiS believes that when we invest in areas outside of workplace and workforce, one can contribute to creating a larger positive impact for people with disabilities and removing barriers to their inclusion by treating them not as recipients of charity but as consumers who drive economy.

For more information about MphasiS and our CSR initiatives, you could write to me at:

Meenu.bhambhani@mphasis.com

Dr. Meenu Bhambhani
Hear, Corporate Social Responsibility and Diversity
MphasiS

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AXA Life Insurance, Co., LTD

Emiko Koyama

Associate

Culture & Diversity Office

It was our honor to receive the Disability Matters Award in Workforce Category on our initiative for inclusion of persons with hearing impairments.

Only 4 years ago, our employment rate for persons with disabilities was very low among private companies in Japan and it became a management issue. Since then, the company propelled our initiatives to promote diversity which includes employment of persons with disabilities. Thus receiving the Disability Matters Award was a proof that we have been making the right effort.

The concept of employment of persons with disabilities at AXA Life Insurance is “Not charity, but chance.” It means all employees, including disabilities, are expected to make full use of their abilities to contribute to the company and the company provides accommodations for them to fulfill their career objectives.

AXA Life Japan has a headquarters in Tokyo and 300 local sales offices nationwide. Individuals with disabilities are working in both the head office and local offices. Their disabilities include physical disabilities, visual and hearing impairments, heart conditions and other internal impediments, immune deficiency, mental and developmental disabilities.

Among them are 35 employees with hearing impairments spreading in 11 departments in the head office and in 5 sales offices. They are engaged in jobs such as accounting, underwriting, desktop publishing, sales administrations, clerical jobs, mail delivery, printing and more.

It is needless to say that good communication is key for successful inclusion of persons with hearing impairments. Sign language interpreters are assigned for big meetings and seminars, and a team of note-taking volunteers is organized when that is preferred by the employee as well. For the day to day communications, such tools as Internet chat program, regular e-mail, an electronic memo pad and good old pen and paper are used. Some colleagues of employees with hearing impairments mastered the sign language to make the communication quicker, and as a result, the sign language became the third used language in the company following Japanese and English.

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Providing these accommodations generates environment for the hearing impaired to leverage their different abilities. Here is such an example. A person with hard of hearing who was an excellent Excel user was placed in one of our sales offices. The head of the office assigned her to organize the data of prospective customers which was important but left aside for a long time since no resource was available. To make sure she was able to communicate with people effectively, the offices in the area agreed to use e-mail when communicating with her instead of using the phone which was customary among sales offices. She showed great concentration skill and completed the task in unexpected speed. Sales representatives in her office used the data she organized and actually their sales performance was increased. The company's Diversity & Inclusion Advisory Council recognized their team effort to change the office custom to leverage her ability and acknowledge them companywide by presenting Diversity Award to them.

There is another example of ideas generated by the deaf and hearing colleagues working in the same workplace. This is a company's new attempt to conduct a financial seminar for the hearing impaired. The company has been conducting the seminar for the general public. The idea was to customize the contents of the seminar material to make it friendly for the hearing impaired. From the advice of our deaf resource, the design and layout of the material was changed so that it became easier for them to look at the lecture of the instructor in sign language and the presentation material at the same time.

Peer support among employees with hearing impairments takes place as well. Our pool of employees with hearing impairments is blessed in age range and backgrounds. They motivate each other and senior employees provide guidance to their peers to be successful in the mainstreamed environment.

We believe keys for successful inclusion of persons with disabilities in the workforce are firm commitment of the management to sustain the initiative, strong leadership of the manager to explain the value of having a colleague with disability in the team, and acknowledgement of each other among team members.

The company will continue the journey to create more inclusive environment for everyone so that we will be able to meet the needs of our diverse customers and become a "preferred company" by both the employees and the customers.

For more information on our initiatives, please contact:

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Goldman Sachs Services India Pvt Ltd

Mridula Sankhyayan

Head of Global Leadership and Diversity in India

Goldman Sachs believes in creating and sustaining a diverse work environment where people from different backgrounds are valued by the firm. As our Chairman and Chief Executive Officer Lloyd Blankfein puts it: “At Goldman Sachs, we regard diversity as a business imperative – it is at the very core of our ability to serve our clients well and to maximize return for our shareholders. Diversity supports and strengthens the firm’s culture, and it reinforces our reputation as the employer of choice in our industry and beyond.”

When we talk about diversity, we are referring to differences that may be experienced by everyone at the firm. These could be related to gender, disability, sexual orientation, family status, religion and culture. Goldman Sachs has a global team of diversity professionals who work with business leaders to ensure that diversity considerations are incorporated into business and people processes, including recruiting, training and career development.

Like other Goldman Sachs offices around the world, our Bangalore office is committed to building a diverse talent pool. We have directed efforts toward building and retaining a long-term talent pipeline of individuals with disabilities. Our efforts are centered around providing opportunities for these individuals, and building a support network through increased awareness within the firm and collaboration with charitable organizations.

A key initiative is the Goldman Sachs Scholar Program which provides selected candidates with financial assistance through their three-year Bachelor of Commerce programs, internship opportunities at the firm and mentoring by our employees. Initiated in 2011 by the India Disability Interest Forum, one of Goldman Sachs’ internal diversity networks, the program is implemented in partnership with local non-profit organization EnAble India and Christ University, Bangalore. It won recognition in the 2013 Disability Matters Asia Pacific Region Awards.

V. Buntly Bohra, Chief Executive Officer of Goldman Sachs Services in India, said: “We can help students with disabilities realize their full potential by providing equal access to employment and an inclusive work environment - ultimately, it’s a reflection of the firm’s culture and is simply the right thing to do.”

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The three participants in the 2012 program have successfully completed their first year of studies at Christ University and a four-week summer internship at Goldman Sachs in Bangalore.

“Being part of the Goldman Sachs Scholar program has allowed me to aspire much higher than I would have done,” said Sudhir Kumar, one of the 2012 scholars. “In addition to the financial support, the best things about the program are the focus on mentorship and the ability to intern at Goldman Sachs.”

Tushar Patel, Head of Goldman Sachs Asset Management in Bangalore and sponsor of the India Disability Interest Forum, outlined some of the benefits of the program at the recent Disability Matters Conference. “This program not only makes a significant impact on the scholars, who otherwise may not have had the opportunity to go to college, but also gives us a diverse pool to recruit from,” he said.

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From Left to Right Disability Matters Award Recipient: Pydiramu Kottinti (CISCO) with Nadine Vogel (Springboard CEO)



From Right to Left Disability Matters Award Recipient: Dr. Meenu Bhambhani (MphasiS) with Nadine Vogel



From Left to Right Disability Matters Award Recipient: Surendra Kumar (Mindtree) with Nadine Vogel (Springboard)



From Right to Left Disability Matters Award Recipient: Gurdeep Bains (Accenture) with Nadine Vogel (Springboard)



From Left to Right Disability Matters Award Recipient: Jay Akanthan (Thomas Reuters) With Nadine Vogel (Springboard)



From Left to Right Disability Matters Award Recipient: Isaac George (WIPRO) with Nadine Vogel (Springboard CEO)

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From Right to Left Disability Matters Award Recipient:
Toshiyuki Ueki (Uniqlo/Fast Retailing) with Nadine Vogel
(Springboard CEO)



From Right to Left Disability Matters Award Recipient:
Alphonso Dass and Summi Sharma (IndiGo Air) with
Nadine Vogel (Springboard CEO)



From Right to Left Disability Matters Award Recipient:
V. Bunt Bohra (Goldman Sachs) with Nadine Vogel
(Springboard CEO)



From Right to Left Disability Matters Award Recipient:
Emiko Koyama (AXA) with
Nadine Vogel
(Springboard CEO)

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**2013 ASIA-PAC REGION
DISABILITY MATTERS AWARD
WINNERS**

CONGRATULATIONS!!



Participants of the Workplace Panel

Moderator: Versha Mohanlal Rowjee / Broad Based Black Economic Empowerment [BBBEE] Manager / ABB

Honoree Presenters

Gurdeep Bains / Lead, India Employee Health and Safety / Accenture

Gregory Akers / Senior Vice President of Advanced Security Initiatives, TRIAD / Cisco

Chitra Byregowda / Head of Sustainability & Diversity / MindTree Limited

Isaac George/ Human Resource / Wipro Infotech & Global Infrastructure Services

Jayakanthan Muthusubramanian / Head of Talent & Development, Diversity & Inclusion for Operations Centre / Thomson Reuters

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On the Left Sanjay Pal (Cisco)

Below: Attendees participating in Workshop Roundtable Discussions



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From everyone at Springboard Consulting, a heartfelt congratulations to our 2013 Disability Matters Asia—Pac Region honorees and attendees! Without you and your dedication to the disability community, there would be no reason to celebrate.





Disability Matters U. S. Awards Banquet & Conference 2014

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

**Our
Host:**

Toyota



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consultspringboard.com](http://consultspringboard.com)

Come See Springboard!



Nadine O. Vogel
CEO

Springboard Consulting will be presenting at the following conferences:



October 23 & 24, 2013
Chicago Cultural Center
Chicago, IL
www.M2Moms.com

Springboard Presenter: Nadine O. Vogel



2013 Diversity Conference

October 28-30
San Francisco Marriott Marquis
San Francisco, CA

Springboard Presenter: Nadine O. Vogel

Come See Springboard—Continued



Out & Equal Workplace Summit
October 29th - 31st
Minneapolis, MN
<http://outandequal.org/annual-summit>

Springboard Presenter: Nadine O. Vogel



Regional Disability Summit: Hosted by 3M
Friday, November 1, 2013 8:30am – Noon CDT
St. Paul, MN
<http://www.consultspringboard.com/rds-3m-stpaul-mn/>

Springboard Presenter: Nadine O. Vogel



DANDI Awards and Executive Forum
November 8th 2013
New York, NY
<http://dandiawards.com/2013/>

Springboard Presenter: Nadine O. Vogel

A Note from the Springboard Team:

As always, we hope everyone has enjoyed this edition of “The WAVE”.

Summer has ended but in the northeastern part of the U.S., we look forward to the months ahead of cool, crisp days and nights, pumpkin picking and Trick or Treating. But when you're home settled in and looking for something to read, grab your copy of —The WAVE!

“The WAVE” is also perfect reading material on those nights you snuggle into a comfy chair, in your favorite sweater with a cup of warm cider.

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”

Until Next Time...