A Business Approach to Cultural Competence:
Lessons Learned from the Private Sector

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Session Objectives

1. Understanding business and private sector best practices in diversity, inclusion, disability and cultural competence.

2. Capitalizing on and adapting these practices for use in the government sector.

3. Developing partnerships with fellow government, community, and disability services organizations.

4. Building successful business relationships that benefit your organization's mission, your private sector partners and your clients.

Objective 1

Understanding business and private sector best practices in diversity, inclusion, disability and cultural competence.

Think Like Business…

Business sets priorities around the following areas with regard to cultural competency, diversity, disability and inclusion;

- The ADA Amendments Act & Compliance
- Section 503 of the Rehabilitation Act
- Cultural and Linguistically Appropriate Programs
- Inclusion of new cultural and linguistic groups in the organization
- Outreach to the underserved communities
- Accessibility and Accommodations
- Impacts on the HR Employee Life Cycle
- How Disability Employment Affects the "Bottom Line"
- Security, Confidentiality & Compliance

Know the *Diversity* Business Case

For Culturally Competent Organizations, Diversity is inclusive of ALL differences:
Ethnic, Racial, Disability, Age, Gender, and Sexual Orientation.

- **Asian Population -** The most diverse ethnic group in the U.S. representing more than 15 cultures with $254 billion in purchasing power.

- **African American Population -** Representing 13.6% of the population or 42 million, This is the largest minority in 24 states as compared with 20 states where Hispanics are the largest minority group.

- **Hispanic Population -** Hispanics account for 56% of the nation's growth in the last 10 years reflecting 6.3% of the total population or 50.5 million.

- **People with Disabilities -** People with disabilities represent 64 million Americans. About 80% of disabilities are acquired with aging, illness or accidents. 10.4% of all US working-age individuals (age 21-64) report having a disability.

- **Aging Population -** One of 10 individuals is 60 years or older and by 2050 one out of every 5 will be 90 or older.

- **Women** – Represent over 51% of the U.S. population but only 46.4% of the labor force. Women are responsible for 83% of all consumer purchases.

- **LGBT Population** – There are approximately 60,000 + LGBT consumers who comprise about 10% of the consumer population. This group experiences on of the highest employment rate at 84%.

Sources: 2010 Census data, 2008 *Disability Status Report, Cornell University*

See the *Disability* Business Case

- **Inclusion *"Includes"* People with Disabilities -** People with Disabilities are the largest minority subgroup in the US. In the US, one out of 8 people report having a disability. Of the 300 million people in the US, a total of 36 million people, or 12.1%, have disabilities.

- **Employment Rate Disparity -** Of the working-age population (21-64), 18.3 million people in the US reported one or more disabilities. Only 39.5% of working-age people with disabilities are employed vs. 79.9% of those without disabilities

- **Educational Attainment -** In the US, 12.3% hold a bachelor's degree or more & 29.7% have some college or an associate degree, 34% of working-age people with disabilities have a high school diploma or equivalent.

- **Disability is Growing -** Workplace Disability continues to grow with aging of the workforce and active war. In the US, 21% of experienced seasoned workers 45 to 54 years of age have a disability.

- **Purchasing Power** - The often-ignored market segment of people with disabilities is 54 million people strong, with an aggregate income that exceeds $1 trillion and has $220 billion in discretionary spending power.

- **Veteran Status -** 16.9% of working-age civilian veterans report having a VA determined service-connected disability.   Government contractors must include disabled veterans in their diversity strategies.

- **The Bottom Line** - In a consumer survey, consumers *prefer to give their business* to companies who employ people with disabilities!

Sources: *2008 Disability Status Report, Cornell University, DiversityInc.*

Disability *Does* ***not*** Discriminate!

- **Disability crosses ALL diversity dimensions:**

  - ☐ Race
  - ☐ Ethnicity
  - ☐ Gender
  - ☐ Age
  - ☐ Sexual orientation
  - ☐ Socio-economic status

- **Culturally Competent Organizations are sensitive to *"Double Discrimination"***

  - ☐ Minorities and immigrants may face this type of discrimination.
  - ☐ For those with disabilities, there is an added disadvantage of being a person of color, to speak with an accent or have English as their second language.

Disability *Myths & Barriers*

- **People with disabilities do not have the talent and skills needed in business** - People with disabilities have been among the greatest leaders and contributors to business, science, the arts, and society. 11% of this year's college graduates have disabilities!

- **People with disabilities leave jobs more frequently than workers without disabilities** - Employees with disabilities in most sectors stay on the job longer, resulting in up to a 6% turnover rate improvement.

- **People with disabilities have a higher than average absentee rate and your worker's comp claims will increase** - In fact, people with disabilities who are employed have less overall absenteeism and the number of compensation claims are no different.

- **Customers and employees will be uncomfortable seeing a person with a disability in the workplace or my business** - 93% of customers surveyed said they would prefer to patronize businesses that hire people with disabilities.

- **It will be expensive to accommodate the needs of people with disabilities** - Cost averages $400-$600. Only 44% need an accommodation & 56% require no accommodations!

Sources: Cornell University, JAN, & DePaul University

DiversityInc Top 10 Companies
for People with Disabilities

What makes a company a good employer for people with disabilities? It isn't just accommodations and flexible work schedules, these companies make a concerted effort to recruit, retain and promote people with disabilities and to create an inclusive corporate culture for people with both physical and hidden disabilities.

To determine this list, Information was gathered on employee-resource groups (ERGs,) workplace accommodations, work/life benefits, recruitment and talent-development efforts. They also examined supplier-diversity initiatives, company's websites, philanthropic efforts, diversity training and outreach to customers/clients.

Facts about the Top 10 Companies:
- All have employee-resource groups for people with disabilities
- They average 7.1 percent of employees as members of their disabilities ERG
- All them have formal recruitment programs for people with disabilities
- 62% do business with certified suppliers owned by people with disabilities

The Ten Companies Include (In order of rating)**:**
- IBM, KPMG, Kaiser Permanente, Aetna, Ernst & Young, Procter & Gamble, Merck & Company, Deloitte, Sodexo and Starwood Hotels & Resorts Worldwide

Source: DiversityInc.com

Objective 2

Capitalizing on and adapting these best practices for use in the government sector.
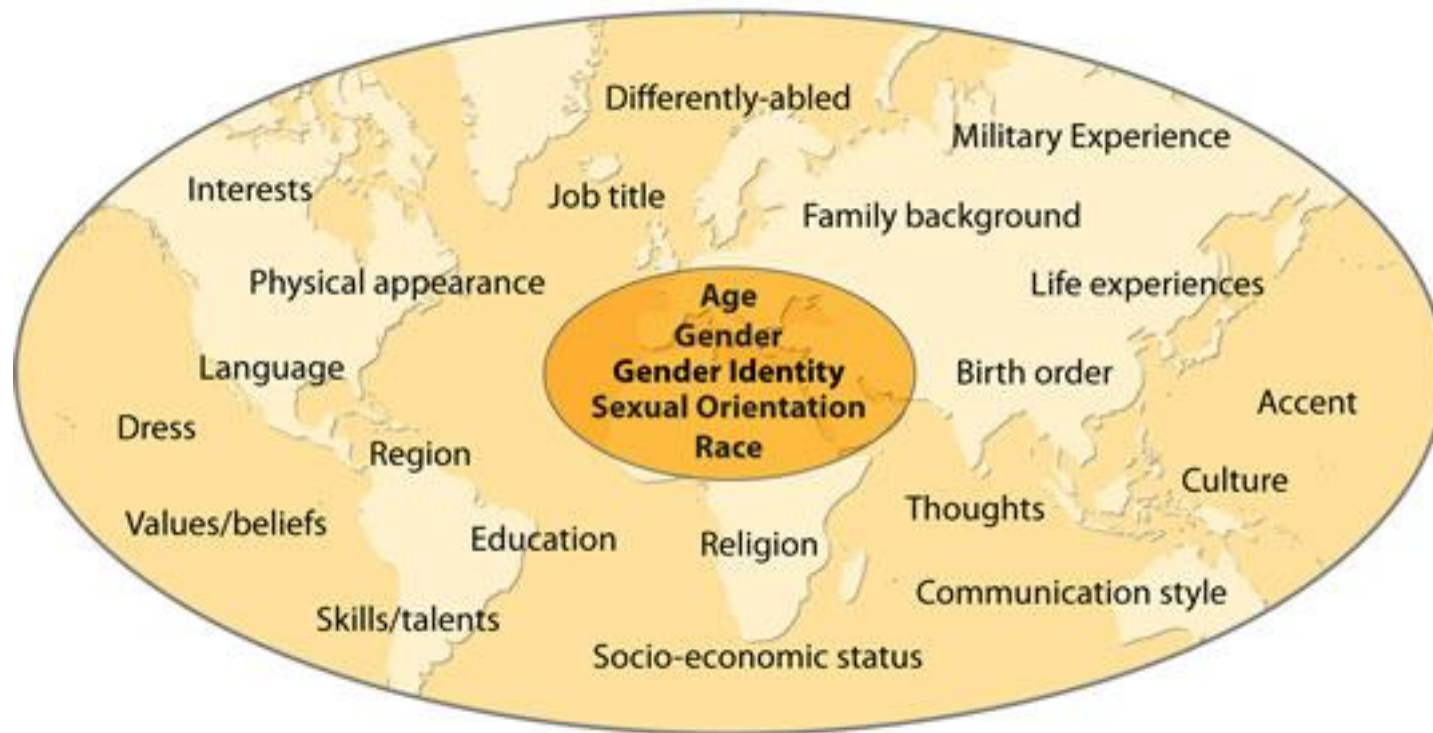
Cultural Competence Defined

While there is no universally accepted definition; nor is there any single set of guidelines for assessing cultural competency within disability organizations:

- Culturally competent interventions tend to be at the provider-level, ranging from sensitivity training, to cultivating cultural awareness to disseminating basic information about cultures.

- The aim of such approaches is to positively influence the attitudes, knowledge, and skills of trainees and/or providers

- Betancourt (2006) emphasizes organizational cultural competence through effective leadership and greater workforce diversity. Betancourt reinforces the importance of diversity at all levels especially among boards of directors and senior management and the need for recruitment and hiring strategies that promote ethno cultural diversity in the workforce.

Source: Systems Change for Greater Cultural Competence… Report Diversity Dynamics LLC, July 2011

Cultural Competency &
Seeing Disability as Part of Diversity

Graphic Source: Cardinal Health

Why Strive for Cultural Competency?

- **Disparities for racial and ethnic minorities and for individuals with disabilities in:**

  - ☐ Health Care
  - ☐ Education
  - ☐ Human Services
  - ☐ Employment

- **Achieve positive results in the lives of people. (people with disabilities and of all diversity dimensions…)**

Steps to Becoming Culturally Competent

- **Culturally pre-competent** organizations acknowledge their weaknesses in serving some communities and attempt to improve some aspect of their services to specific populations.

- **Culturally competent** organizations accept and respect differences among and within different groups; continually assess their policies and practices regarding culture and expand cultural knowledge and resources; and adapt service models in order to better meet the needs of different racial and/or ethnic groups. These organizations work to hire staff who are unbiased and those who represent the racial and ethnic communities being served; and seek the advice and counsel from their clients. They are committed to policies that enhance services to a diverse clientele.

- **Culturally proficient** organizations conduct research, develop new approaches based on culture and share their results to add to the knowledge base of culturally-competent practices. Culturally proficient agencies hire staff who are specialists in culturally competent practice.

Keys to Cultural Competence

Individuals - The individuals in an organization can begin to gain cultural competence through formal training. But it takes consistent individual practice and the support of a culturally competent organization to continue to develop and maintain individual cultural competence.

Organizations - A culturally competent organization grows over time. As an organization matures in the area of cultural competence, it will introduce and fully develop the following elements:

- Openness and respect for diverse staff and clients
- Access to a diverse group of professional interpreters
- Signs and written materials in the languages of its clients
- A culturally diverse staff that ideally reflects its client mix
- Cultural competence orientation and training for staff at all levels
- Services and programs that address the needs based on different client populations
- Evaluation of outcomes by racial, ethnic, and language groups

Source: Management Sciences for Health: The Providers Guide to Quality and Culture

10 Principles
of Cultural Competence
in the Field of Disability

1. Advocacy and Empowerment
2. Public Policy and Legal Framework
3. Leadership
4. Recruitment Policy
5. Training and Professional Development
6. Community Outreach
7. Language and Communication
8. Community Collaborations
9. Practice and Service Design
10. Research and Evaluation

Source: Systems Change for Greater Cultural Competence… Report Diversity Dynamics LLC, July 2011

Objective 3

Developing partnerships with fellow government, community, and disability services organizations.

Partnerships within the Human Services System

- Government, Community and Disability Service Organizations should collaborate and share best practices
- Encounter challenges, solve them and share your results.
- Utilize the S.T.A.R. Technique: Situation Task Action Result
- Develop a data base of questions and answers for commonly encountered issues.
- Most situations have several common elements.
- Work to hire people with disabilities and involve them in your business (full time, part time, internships, etc.)
- Don't be afraid to ask others for help!

Inclusive HR Employee Life Cycle

➢ **Recruitment** – Is the company disability & culturally friendly? Disability Outreach, company marketing, website. position descriptions, recruitment process, policies.

➢ **Selection** – Do recruiters & hiring manager know how t interview people with disabilities? Appropriate questions, interpreters, accommodations, testing, supported employment, job analysis, language barriers.

➢ **Performance** – Do you focus on performance vs. the disability, do managers have a performance standard for supporting disability employment? Do they know how to Coach, Mentor, Engage and Retain PwD?

➢ **Succession** – Do individuals with disabilities know wh positions they may aspire to, is internal upward mobility practiced for all? Where do they go from here?

➢ **Development** – Are training programs, educational opportunities and internal learning programs accessible, are people with disabilities invited & encouraged to atten(

➢ **Transition** – Are policies and practices for layoff, severance, retirement, etc. written and practiced consistently regardless of disability?
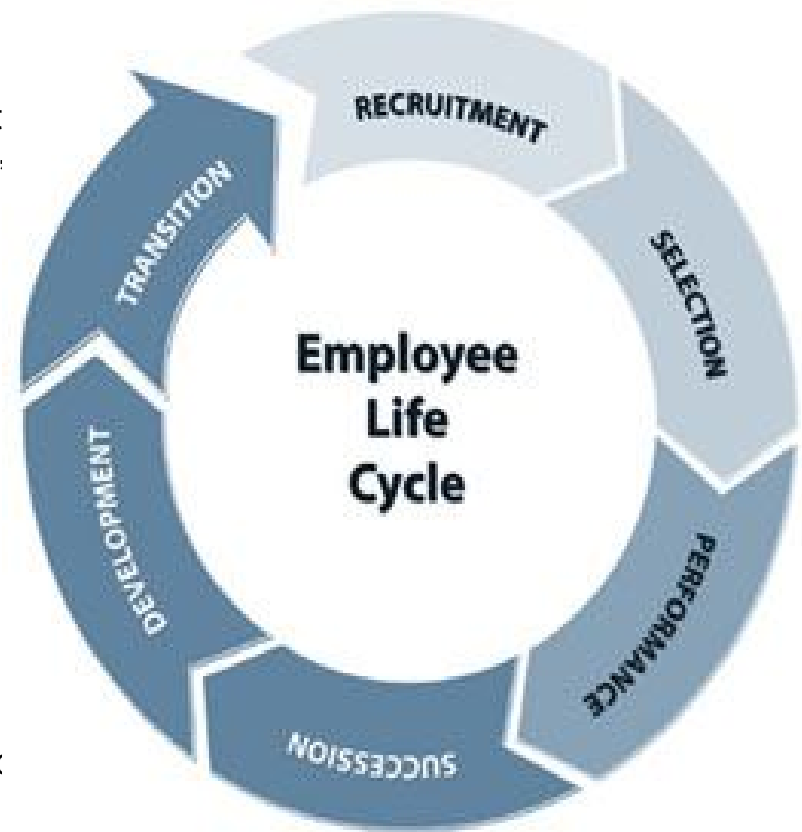
Graphic Source: yhrct.com

What Cultural Diversity Brings to an Organization

- **The Value of Differences**

  - Diversity of thought, background, experience and culture

- **Impact on the Workforce**

  - Loyalty & Morale
  - Growth as individuals

- **Impact on the Workplace**

  - Innovation
  - Feeling of Trust, Pride and Camaraderie

- **Impact on Products, Services, Markets**

  - Better reach to customers and communities
  - Expansion of products and services that best meet needs

Build your List of Realities and Resources

- What are some of the "realities" that you deal with each day?
- What aspects of cultural competence are you:

    - Comfortable with?
    - Concerned about?
    - Need to seek answers or resources for?
    - Can help others with?

- What are the realities of your state, your business region?
- What "resources" do you reach for most often?
- Keep these resources at your fingertips!
- Look for public opportunities to share with other providers.
- Welcome the challenge that every situation will be different!

Objective 4

Building successful business relationships that benefit your organization's mission, your private sector partners and your clients.

Steps to Move from
Human Services to Human *Resources*

1. Know the Company's Business
2. Recognize their Challenges
3. Understand the Business and Basic Job Types
4. Learn the Core Job Requirements
5. Seek out Their Recruiting Methods
6. Find a Company Champion & Partner

Disability Service Organizations
Add Value to Business

Hiring people with disabilities is a business investment and employers want to know how it will increase their bottom line and productivity.

Disability Service organizations are uniquely positioned to assist business in the recruitment, hiring and retention of people with disabilities.

- Ready access to a pool of pre-screened candidates
- Up-front work with individuals complements the business hiring process.
- Training and support will take into consideration the company style.
- Collaborate effort helps ensure the employee is up to speed.
- Assist in identification of accommodations
- Be an outreach partner and a resource for expanding diversity efforts.
- Assist with possible tax credits such as WOTC.
- Provide ongoing support and job retention services through job coaches.

Source: Virginia Commonwealth University

Speak the Language of Business

You might say:

- Voc Rehab Program
- Consumers/Clients
- Job Coach
- Voc Rehab Counselor
- Supported Employment
- Job Development
- Job Analysis
- Vocational Assessment
- Assistive Devices
- Job Coaching/Counseling
- Natural Supports

What business needs to hear:

- Employment Agency
- Talent/Candidates
- Employment Specialist
- Career Counselor
- Employment Services
- Recruitment Assistance
- Identifying Tasks/Functions
- Determine Work Skills
- Reasonable Accommodations
- Retention Services & Support
- Training/Co-worker Support

Source: Employment Analytics - 2011

You're the Link to Business

- **Relationship Building** – This takes time, effort and outreach to partner with business. Do not simply rely on emails and phone calls, meet people and have them see who you are.

- **Being Persistent** – Don't call once, get a "no" and just walk away!

- **Networking** – Tap your personal and professional contacts. Use internet tools like LinkedIn and attend business events

- **Understanding Business Needs** – Know what an employer needs before discussing your needs. Focus on how you can help the company, not on how the company can help you.

- **Negotiating** – Negotiation is directly connected to the quality of the relationships you have built.

- **Getting Help** – If you are encountering issues with your contact at the organization, don't hesitate to reach out to an HR representative at the corporate office.

Best Business Practices for Cultural Competence

- Support of Leaders at the Top
- Diversity Council / Diversity Board
- Employee Resource Groups
- Volunteerism / Mentoring
- Supplier Diversity Program
- Community Outreach / Targeted Partnerships
- Focused Corporate Giving / Sponsorships

Call to Action!

- **Evaluate your organizations practices** with the USBLN Workplace Disability Inclusion Assessment Tool

- **Incorporate Racial and Ethnic Diversity** into each of the respective areas:
  - ☐ Recruitment
  - ☐ Employment
  - ☐ Supplier Diversity
  - ☐ Technology and Services Access
  - ☐ Marketing

- **Prepare to adapt your practices** from both a cultural and language perspective

- **Check the things you want to focus on** immediately and take credit for the things you are already doing well.

- **Think about what you are going to do** in the next week, the next month and by year end to become more culturally competent and a better business partner.

Questions, Answers & Observations

Additional Resources
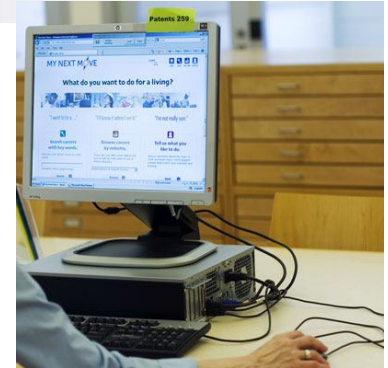
- Conference Board www.conference-board.org
- DiversityInc. www.diversityinc.com
- GettingHired www.gettinghired.com
- National Organization on Disability www.nod.org
- Office of Disability Employment Policy www.odep.org
- PA Business Leadership Network www.blnofpa.org
- Society for Human Resources Management www.shrm.org
- US Business Leadership Network www.usbln.org
- Virginia Board for People with Disabilities www.vaboard.org

- National Survey of Consumer Attitudes Towards Companies That Hire People with Disabilities http://www.mdworkforcepromise.org/docs/business/National%20Survey.pdf

- Management Sciences for Health: The Providers Guide to Quality and Culture http://erc.msh.org/mainpage.cfm?file=1.0.htm&module=provider&language=English

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Tammie L. McNaughton
Biography

With over three decades of diverse business experience, Tammie McNaughton has built her career on helping organizations establish successful and inclusive human capital management strategies. She is widely regarded for her human resources expertise in diversity and inclusion, corporate culture, human capital management, disability strategy, leadership and workforce development, employee engagement, training and coaching.

Tammie speaks nationally to employers, service providers and government agencies to share best practices and build meaningful connections for individuals of every diversity dimension. Her background includes significant leadership roles in Talent Acquisition, Diversity & Inclusion, Training & Development and Sales with GettingHired.com, Highmark Blue Cross Blue Shield and Kennametal Inc.

Active in local, state and national diversity, disability and workforce development efforts, Tammie has chaired and held key board level positions with the Conference Board, the PA Business Leadership Network (BLN) Three Rivers Workforce Investment Board, and the Pittsburgh Disability Employment Project for Freedom. A member of the USBLN Corporate Advisory Board and the New York City BLN, she has also consulted on BLN start-up efforts in Florida and Hawaii. She is a summa cum laude graduate of the University of Pittsburgh with a B.S. Degree in Psychology.

Tammie's professional mission is to further the inclusion of diverse individuals, including people with disabilities, through partnerships and targeted education for progressive public and private sector organizations.