

Beyond “Inclusive Employer”: Creating a Shared Definition of Inclusive Employment

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WELLS FARGO CENTER
FOR NEURODIVERSITY AND
INCLUSIVE EMPLOYMENT

Facilitators: Who Are We?

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FOR NEURODIVERSITY AND
INCLUSIVE EMPLOYMENT**

Mission:

Exponentially increase the number of employers that deliver neuroinclusive employment experiences.

3 Pillars of Focus

Center Impact Over 5 Years:

Employer Education

122 organizations educated through our neurodiversity workshops and courses

10 companies have integrated our education into their learning management system

Candidate Connection

3 inclusive networks

71 candidates placed through our center's sourcing model to **10** different companies with a total of **34** role types
(FY 2025 metric)

2200+ partnerships nationally

Research

Research Question: What are the outcomes and implications for organizations when they pursue a neurodiversity initiative?

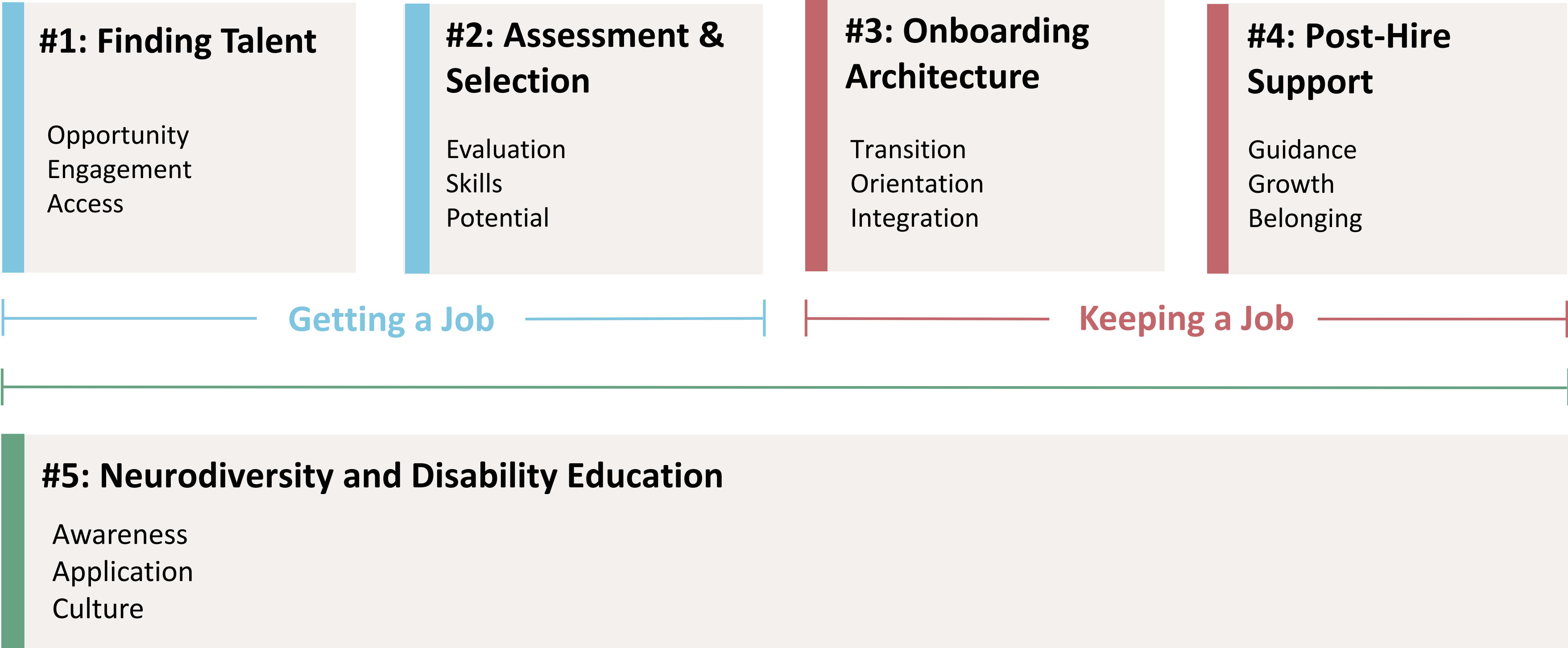
Findings: Shown later in the presentation!

Agenda

- 1** Establish a shared understanding of inclusive employment through the premiere of UConn Center's video, developed in collaboration with the Career Planning KPC and AHEAD.
- 2** Explore the Center's five-component framework and key research findings that inform effective workplace inclusion practices.
- 3** Learn how to connect the students you support with employers committed to inclusive hiring and workplace practices.

But first...let's preview the 5-component framework for
inclusive employment!

5 Component Framework for Inclusive Employment





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Component #1

Sourcing Foundations

Getting a Job

What is this component about?

Manager Selection.

Based on leadership recommendation, emotional intelligence, bandwidth, and lived experience if applicable.

Core Skills.

Identify the required skills to do the job and eliminate qualifications that are not relevant to the role itself.

Revised Job Descriptions.

Intentionally written to be accessible and understandable. Incorporates additional information relevant to candidates' needs (exact location, in-office schedule, assessment process, company support options, etc).

Deliberate Sourcing.

Leverage key geographic partnerships to access skilled talent.

Component #2

Assessment and Selection Model (“the interview”)

Getting a Job

What is this component about?

Lower stress and anxiety.

Include elements that are intentionally designed to lower anxiety and build a calming environment before the assessment begins.

Activities (Team or Individual).

Puzzles or challenges to stimulate problem solving and bring out the unique strengths and communication styles of job seekers through curiosity and engagement.

“Core Skills” assessment.

Leverage the core skills necessary for doing the job that were identified by hiring managers and create an exercise designed to assess them.

Add inclusive strategies and guidelines to hiring manager and other 1-1 conversations.

Implement learnings from educational engagements with accessibility professionals. Ask direct and isolated questions, provide additional context, encourage processing time and strategies.

Component #3

Onboarding Model

Keeping a Job

What is this component about?

Offer Accepted.

Guided support from a designated point of contact with frequent and time-specific touchpoints throughout the onboarding process.

First Day Experience.

Clear arrival instructions with a facilitated setup process for equipment, systems, and materials.

Accommodation Process Defined.

A transparent process that helps new hires understand available accommodations and how to access workplace resources from the start of employment.

Manager outreach.

Amplify a new hire's confidence and readiness by providing clear expectations of the process and supportive check-ins.

Component #4

Post-Hire Supports

Keeping a Job

What is this component about?

Coaching Support.

Leveraging internal employees with a passion for the topic or helping; bi-directional support for both managers and employees.

Resources Aligned with Employees Needs.

Assistive technologies, physical spaces sensory design, and accessible guidebooks.

Promote Community and Belonging.

Employee resource groups, peer networks, mentorship, and inclusive communication pathways.

Component #5

Disability and Neurodiversity Education for the Company

Getting & Keeping a Job

What is this component about?

Educate a wide audience.

Delivering education about disabilities (apparent and non-apparent) to the widest possible audience within the company: Hiring Managers, HR professionals, Talent Acquisition, Recruiters, Teams, and Individual Contributors.

Provide foundational topic Knowledge.

Content that identifies barriers in the typical employment process and delivers an understanding of lived experience, unique strengths, and how differences might “show up” in the employment journey.

Offer audience-specific toolkits.

Strategies and toolkits that enable target audiences like managers and HR support professionals to apply their new knowledge in day-to-day activities based on their job function. *Know better, Do better.*

What are the outcomes and implications for organizations when they pursue a neurodiversity initiative (implementation of this 5-component framework)?

Wells Fargo Enterprise Neurodiversity Program (ENP) *Slide 1 of 3*



Quick Overview:

284 managers participated

364 candidates hired

60 volunteer coaches certified

1,000+ HR staff and individual contributors trained

UConn Center Research: We evaluated Wells Fargo's initiative.

79% of managers reported that the ENP experience improved their management skills for *all* employees, not just neurodivergent hires.

Managers with ENP experience were rated **more effective across four core behaviors** by every employee group:

- Clarity of communication
- Consistency in expectations
- Supportiveness
- Ability to recognize & leverage individual strengths

Wells Fargo Enterprise Neurodiversity Program (ENP) *Slide 2 of 3*



Quick Overview:

284 managers participated

364 candidates hired

60 volunteer coaches certified

1,000+ HR staff and individual contributors trained

UConn Center Research:

We evaluated Wells Fargo's initiative.

Neurodistinct employees with an ENP-trained manager rated their next non-ENP manager significantly lower (4.29 → 3.97).

Neurotypical employees rated ENP-trained managers among the highest of any group (M=4.52).

This addresses the concern that supporting neurodistinct employees comes at others' expense.

Neuroinclusive initiative shapes culture well beyond direct participants. Employees with no ENP connection rated their employer's values nearly as highly as ENP coaches and managers (4.52 vs. 4.67).

Wells Fargo Enterprise Neurodiversity Program (ENP) *Slide 3 of 3*



Quick Overview:

284 managers participated

364 candidates hired

60 volunteer coaches certified

1,000+ HR staff and individual contributors trained

Wells Fargo findings also showed:

Assessment & Selection

93% of managers reported that the “**Skills Based Hiring**” was “**as or more effective**” than conventional, behavior-based interviews.

Onboarding

The ENP onboarding model resulted in **70% lower attrition** for all new hires when compared to the typical process.

Retention

At the **one-year mark** for employees hired through the program, **retention is 93%**.

In Review:

Inclusive Employers make changes in 5 business practice areas...

#1: How they describe jobs, and where they connect with disability talent.

Sourcing Foundations

#2: How they screen and assess candidates (aka “the interview”).

Assessment & Selection

#3: How they onboard and transition new hires into the organization.

Onboarding Architecture

#4: The benefits, resources and support aligned with accessibility.

Post-Hire Support

Getting a Job

Keeping a Job

#5: How educated their workforce is about disabilities (apparent and non-apparent).

Neurodiversity and Disability Education

Connect with Inclusive Employment Opportunities

Join UConn's National University and Community Council to receive:

- Innovative opportunities for networking with inclusive employers.
- Curated resources and tools relevant to early careers and neurodiversity.
- Open internship and full-time opportunities directly to your email from companies committed to providing a neuroinclusive work environment.
- Upskilling programs and skills development opportunities with partner organizations for candidacy role enhancement.

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tinyurl.com/neurodiversity-employment

Questions & Answers

Session Evaluation

tiny.cc/8zu1101

Thank you for attending!

Your feedback helps shape future programming.

