

March 18, 2019

Organisation Change Plan

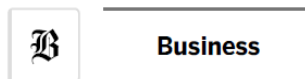
Getting started

Background

The vision of the program is the establishment of a capability within the organisation to attract, recruit, on-board and sustain talent from people on the autism spectrum.

Why is this important? As we know we are in a war for talent to fuel our organisation with capability and innovation to service our clients and future clients. Organisations such as DXC, JP Morgan Chase, Microsoft and SAP have commenced programs to reach into untapped talent pools.

We must have executive sponsorship to make this happen



Companies tap into an underused but highly capable workforce



The Israeli Army Unit That Recruits Teens With Autism



HIRING

Why the Australian Defence Organization Is Recruiting Cyber Analysts on the Autism Spectrum

by Robert D. Austin, Michael Fieldhouse, Aiyaswami Mohan, and Peter Quinn

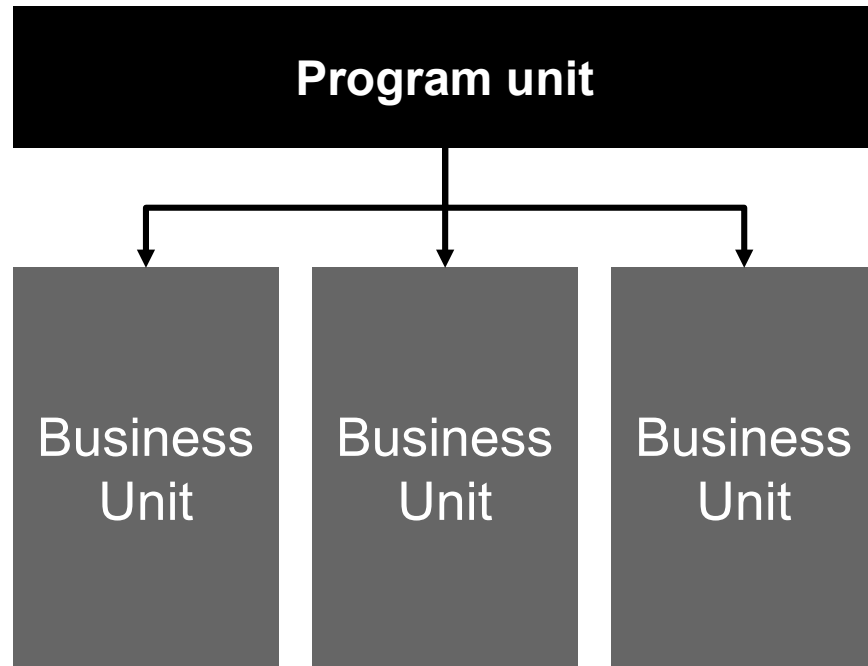
Key questions to ask from the start

Thinking about the end in mind?

- What is the purpose of the program/initiative? E.g. fill an immediate need, corporate responsibility initiative, pilot, systematic change to create organisation inclusivity
- Do you have permission or licence to change organisation processes?
- What type of support, time and funds are you willing to provide to managers, co-workers and individuals?
 - This determines the risk profile of the candidates that organisation can attract, recruit and support
 - Determines the operating model
 - Remember autism is developmental disorder, so the individuals will need time and support
- Do you want to move from the pilot / program to it being embedded within the DNA of the organisation e.g. inclusive hiring practices for autistic people within graduate program
- How are you going to measure success of the program?

These question help provide the definition and mandate of the program? (which needs to reviewed annually)

Operating models



Program role:

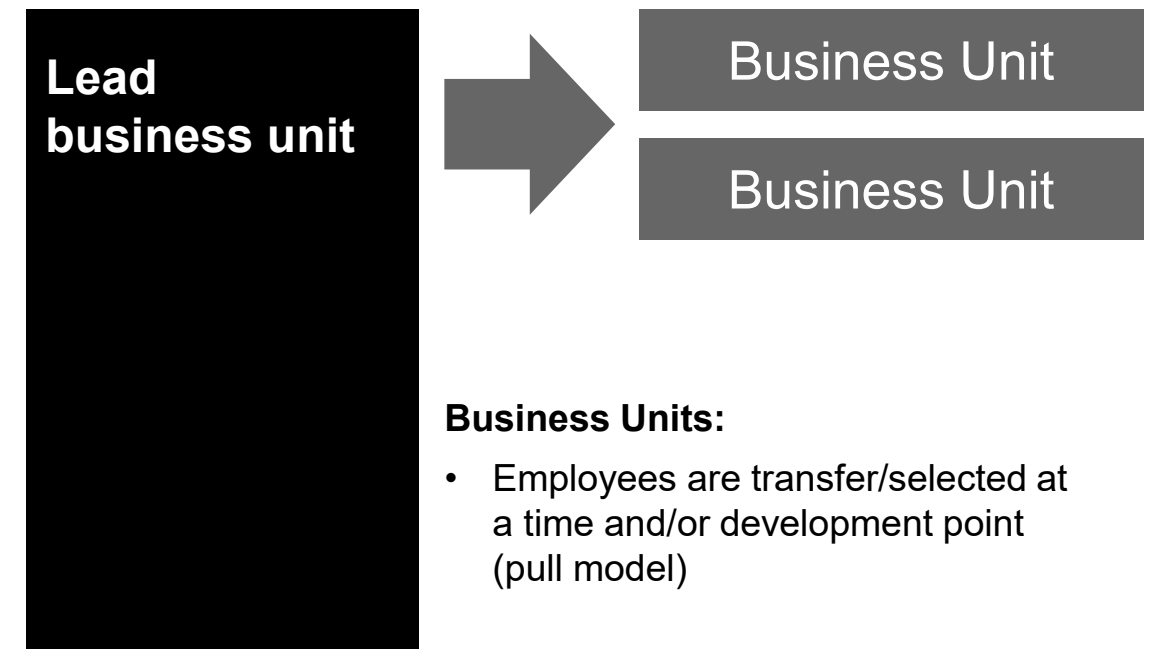
- Attraction
- Recruitment / Assess
- Candidates then moved to, or show cased to business units (push model)

Business Units:

- On boarding
- Support, development and training of individuals and managers
- Overall sustainment

Program is contained within the lead business unit.:

- Attraction, recruitment/assess, on-boarding, initial support and development (sustainment) is done within the business unit
- Organisational advantage: Allows for capability to build and refinement before scaling
- Program advantage for individuals: consistent level of support
- Disadvantage: Capability is built in one area



Business Units:

- Employees are transfer/selected at a time and/or development point (pull model)

- **Organisational advantage:** capability is built in multiple locations
- **Risks:** Inconsistent support model, varying levels of capability within the business units, difficult to define success
- What happens to candidates that are not distributed within the organisation?

Key Elements to Success

- Establish a safe and inclusive environment for people on the spectrum
 - Co-workers and managers have the appropriate training and support
 - Individuals have the appropriate support and training to adjust and grow
- Promote social relationships / friends with other individuals on the spectrum
- Appropriate mental health support in place
- Provide support and training to assist with conflict resolution and performance management discussions
- Individuals have a mentor / support person
- Implementation of individual development plans covering not only technical skills, but executive functioning and adaptive skills

Streams of Activities

There are two main activity streams:

Preparing the organisation

- GOAL: Create an inclusive and safe environment for the individuals coming into the organisation
- What is required to make this happen?
 - Communication and change plan
 - Create understanding about autism in the workplace
 - Upskill co-workers and managers
 - Ensure there is appropriate support for co-workers and managers
 - Provision of organisational support tools and processes e.g. Employee Assistance Program

Attraction, recruiting, on boarding and sustainment of the individual

- GOAL: Recruiting the best people possible for the organisation to sustain and leverage their strengths
- What is required to make this happen?
 - Recruit and assess
 - On-board them effectively
 - Provide the appropriate support to help adjustment, development and growth

We need to be willing to change things to ensure we meet these goals

Preparing the Organisation

Key activities

- Where is the need? Understanding which business units are to hire these individuals and the types of roles and scope of tasks
- Establish a working group covering HR, Internal Marketing, the Business
- Develop and maintain an internal and external communications plan
 - How will the current workers learn about the initiative?
 - Executive messaging, press releases, town halls
 - Front door communications e.g. call centre, website contacts
 - Marketing assets
 - Website, brochure, one pager, email address
 - Existing employees who are on the spectrum
 - What happens when they disclose? (Ensure their manager has access to training)
 - Develop a summary of the initiative for executives
 - How do people get involved in the initiative?
 - Can they refer friends to the program?
 - How do people refer to the initiative?
 - How do we communicate to unsuccessful candidates?
- Establish a training plan for the location
- Define a support plan for the co-workers and managers
- Review our Employee Assistance Program to ensure that they have the appropriate skills to enable support



Recruiting/Assessing, On-boarding & Sustaining Individuals



Outcomes:

- Identify candidates
- Assess candidates
- Provide a recommendation and risk profile on candidates

Outcomes:

- Environmental concerns identified and addressed
- Build first phase of adaptive skills; e.g. travelling to work and arriving on time
- Build technical skills associated with the role
- Build social relationships

Outcomes:

- Develop technical skills
- Build experience & knowledge
- Improve executive functioning skills
- Build adaptive skills
 - Life skills such as nutrition & cooking
 - Financial planning
 - Travel planning

Outcomes:

- Self Advocacy
- Understanding the roles within the organisation
- Matching individual interests to jobs
- New manager and team training
- Transition plans

Communication and Stakeholder Plan

Change Plan

Outcomes:

- Existing employees understand the program
- Expectations are set with stakeholders
 - Executives
 - Community
 - Co-workers
 - Managers

Who are the stakeholders?

What are their current expectations?

What does success look like them?

How do we communicate to the employees?

- Brochure, website, email, town halls, press releases

Frequency of communication?

How do we handle internal and external queries?

Attraction

Attraction

Outcomes:

- Sourcing candidates that meets the profile of program
- A respectful unsuccessful process

What type of talent are you after?

What form of the talent/program? e.g. work experience, internship, employment

Does the program develop talent? If so what support and time is going to be given to the individuals? (remembering this is a developmental disorder); this is part of the definition of the program

What sourcing pools? Universities and community colleges that have autism programs; or your existing sourcing pools

Are you willing to source raw talent?

Who is going to do the sourcing? Human resources, the program?

How are you going to be respectful in declining applications?

Recruiting / Assessing

Recruit & Assess

Outcomes:

- Identify candidates
- Assess candidates
- Provide a recommendation and risk profile on candidates

What roles and tasks are we hiring for?

What skills are we are looking for?

What skills are most valuable?

What work examples could test out these skills?

What executive functioning skills are needed? E.g. Able to work in an agile team

What are the potential stressors / blockers in the work / tasks that would be performed?

What accommodations and support are required for each of the individuals?

Are we looking for interns / Co-ops?

**Are we looking at a 'try before you buy' scheme?
e.g. contract arrangement**

On-boarding

On-boarding

Outcomes:

- Environmental concerns identified and addressed
- Build first phase of adaptive skills; e.g. travelling to work and arriving on time
- Build technical skills associated with the role
- Build social relationships

Who are the co-workers and managers?

Rollout training and education plan to co-workers, managers, mentors, HR officers and other areas e.g. physical security staff

What adjustments need to be done to induction processes to help with the on-boarding? E.g. how do we link context to their roles & tasks

Who are going to be the technical mentors?

Who are the secondary / backup technical mentors?

Environment concerns and other accommodations (e.g. sensory) have been addressed

**What are the unwritten rules that need to be explicit?
E.g. Reading your corporate email in the morning, morning teas etc...**

Establishing social relationships with other individuals in the program? E.g. Pizza on Friday

Define the support boundaries and responsibilities with the individuals, managers and mentors

Sustainment

Sustainment

Outcomes:

- Job / career mobility
- Self advocacy
- Retention
- Job satisfaction
- Productivity
- Employee engagement
- Low stress on co-workers and managers
- Neurodiversity built into the DNA of the organisation

Understanding the roles in the organization.

Understanding the potential of the individuals.

Creating the ability to self advocate.

How do we define job satisfaction?

What skills are required for job / career mobility?

Executive functioning & adaptive skills.

What is the mental health support model?

What is the ongoing training plan / approach for new co-workers, managers and mentors?

How to assist them to deal with change and the anxiety associated with it?

How is performance management undertaken?

How is capability assessment done? E.g. SFIA.

Co-workers, Managers & Mentors Support Requirements



- What training is going to be provided to co-workers, managers and mentors?
- How is the training going to be reinforced?
- What happens if there an issue?
- How will performance management reviews be conducted?
- What is the process to exit an individual? And what support does that person get?
- What mental health training and support will the managers and mentors receive?
- What is the process to access the Employee Assistance Program? And does the Employee Assistance Program have the appropriate support and skills. E.g. psychologists that specialise in autism

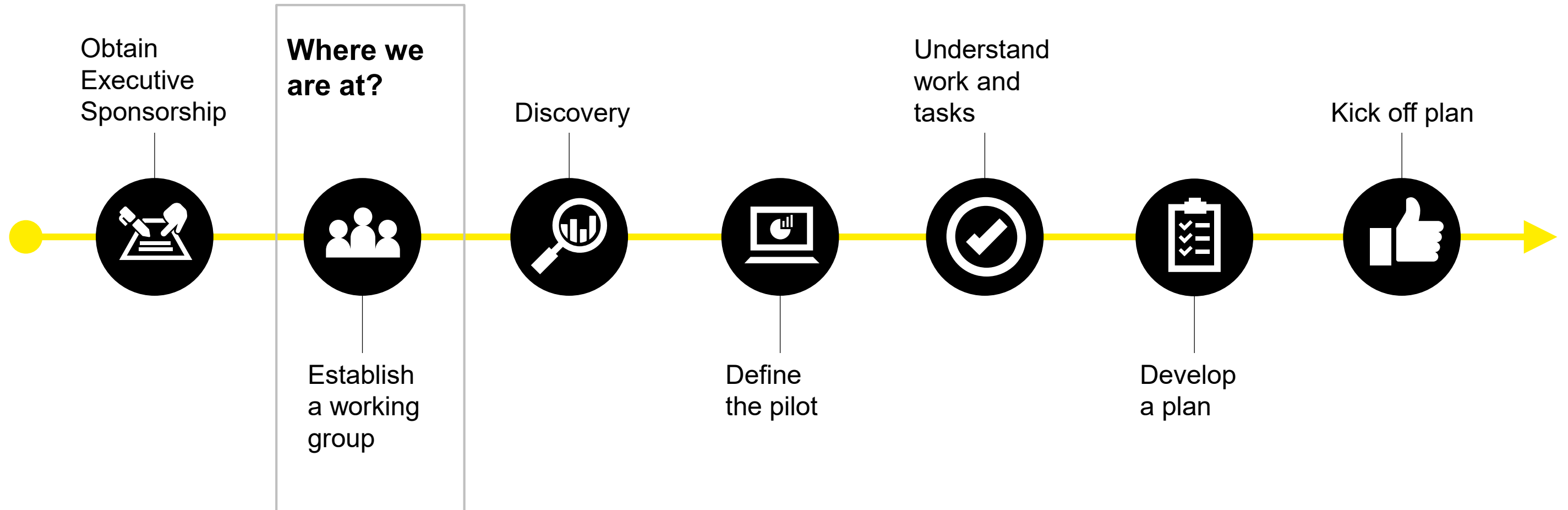
Individual Support Requirements



- What autism traits are going to be hard to support in our environment? E.g. focus on repetitive tasks
- What support plan will be developed for the individuals?
 - Technical
 - Executive functioning
 - Adaptive skills
- How will the individual be supported if there is an issue?
- How will the individual be supported in a performance management discussion?
- How will the individual be supported through change and anxiety?
- Is there going to be a centralised and/or decentralised model?
- How will support be provided initially and then on-going?
- How will the support framework be reviewed?
- Who will provide the support?

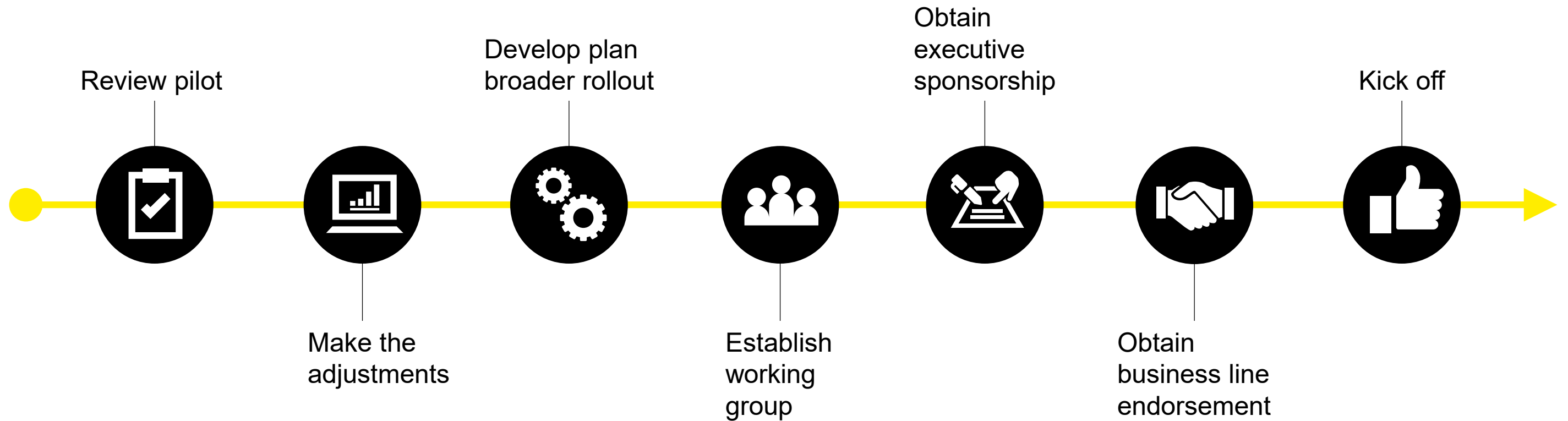
Phase 1 Timeline

0 to 12 months



Phase 2 Timeline

12 to 24 months



Next Steps – Step 1

Defining Our Pilot



- Where do we want to hire?
- What types of tasks and work will be done?
- What skills are needed? What skills are most valuable?
- What does success look like in the job / task?
- How many people would be hired?
- Do the managers and co-workers have time to provide technical and on the job mentoring? (Very important)
- Is there existing work to be done / backlog? If not who will define the new work packages?
- What does the pipeline of work look like for the next 12 months?
- Is there downtime in the work? If there is downtime, what happens in the downtime?
- What are blockers / stressors in the work / tasks? What creates anxiety?
- How are people rewarded for success?

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