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JAN

Monthly Webcast Series – Best Practices – (Adobe)

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 >> Good morning, everyone, the 2018 National Disability Employment Awareness Month is America's workforce, empowering all. Observed each October, educating employers how to capitalize on the value and talent that people with disabilities add to the workplace. This webcast is just one of the activities celebrating 70 years of workplace inclusion. For more information about ND, simply use your web browser to search NDEAM. Today's webcast is titled Creationing Inclusion at Northrop Grumman Corporation. The Career of Bob Vetere. As a corporate thought leader, and an individual with a disability, Bob's career has paralleled a disability movement over the past 41 years. Before I do introductions to Bob and get started with today's webcast, let me start off with a few housekeeping items. If any of you experience difficulties during the webcast, call 800‑526‑7234 and hit button five. TTY call 877‑871‑9403. Toward the end of the webcast, we'll spend time answering any questions you might have. You can use our question and answer pod located in the bottom right corner of your screen. To use the pod, just put your cursor on the line next to the word question, type your question and click on the arrow to submit to the question queue. On the left‑hand side of your screen, you'll notice a file share pod. If you have difficulty viewing the slides or would like to download them, click on the button that says save to my computer. You can also find a handout to today's presentation in the file share pod. At the end of the webcast, an evaluation form will automatically pop up on your screen. In another window. We appreciate your feedback, so please do stay logged on to fill out the evaluation form. Bob needs little introduction, I want to share his many accomplishments in advancing employment of people with disabilities. Bob has worked for the Northrop Grumman Corporation for the past 41 years. He's currently the corporate manager, disability partnerships, with ten years experience in workplace accommodations. Bob is a strong advocate for the employment of qualified individuals of all abilities and has served in many roles and has achieved many accomplishments inside and outside of Northrop Grumman. These include mentor of the year, being named mentor of the year by disability and formerly the U.S. business leadership network and inducted into the Susan M. Daniels mentoring Hall of Fame by the mentoring coalition. Received the Steven G. Marriott Leadership Award, honored to present National Disability Employment Awareness Month with the UCSG commanding admiral, the vice admiral and their wives. He's served since January of 2011, sharing the board from 2014 to 2016. Bob currently serves on the DC metro business leadership network's Board of Directors. And also serves as Northrop Grumman's representative on the Office of Disability Employment Policy, a group of employers that have won the president's new Freedom Initiative Award. In addition to these, Bob has presented disability awareness and employment all over the country, including presenting or moderating educational sessions for the past eight years with the disability in national conference.

 Welcome, Bob, we're grateful for your partnership. Introducing this website today.

 >> Thank you, so, and thanks to JAN and ODEP. You guys are ‑‑ this is the first tip, everyone should write this down. If you have any questions, contact ODEP or the Job Accommodation Network, they have all the information that you could possibly need. And there's no need to reinvent the wheel, if you're just starting your journey.

 >> Thanks very much, Bob. So everyone's aware, the photo of ‑‑ we see a photo now of Bob on the screen and his guide dog, Jabot. Do you want to say anything about your guide dog before we get started?
 >> Jabot was my first guide dog. He was with me for six years and got ill and I had to retire him at the beginning of 2015, where I came back with another magnificent German Shepherd, again from the Seeing Eye, named Waverly who has been with me over three and a half years. I'm just ‑‑ I'm very fortunate. I'm surrounded by talent.

 >> Great, great ‑‑ we'll see Waverly in another photo in a bit, in the slide presentation. But... let's get started with our conversation. I think, first, let's talk about your experience at Northrop Grumman over the past 41 years, working in the mailroom to now retiring from your position as the corporate manager of disability partnerships.

 >> Well... if I could sum it up in a word, it'd be dream‑like. When I was 26 years old, the construction trade crashed and I needed a job. I took a job in the mailroom ‑‑ at the time, it was Westinghouse. They were subsequently purchased by Northrop Grumman, I think, in 1996. But... so many changes, so, you know, so little time, the workplace was completely different back then. The air space and defense industry was dominated by white males, nothing against white males, I've been one for awhile. Highly technical engineers and scientists, the changes we've seen over the past four years are, you know, made this a better company and I think that's been proven by our success, you know... in our industry. So... inclusion and acceptance, I think, are probably the keywords that I could describe the past four years. And it was ‑‑ it was, it was, for me, it was a growing division in 1978. And... I changed jobs rapidly, and I went back to school and they paid for my education. And... you know, all they asked was, come to work every day and do your job, do your best and grow with us. And I'm, I'm really the fortunate recipient of that. It's hard to believe it's been 41 years. I started the Voice ERG in 2007. The employ resource group. It's been a dream. Establishing all our programs and initiatives and the direction we were going to go. I worked for a good organization, that just said, because none of us really knew what to do. I had a gut feel and... they just sort of gave me license to get it, go forth and prosper ‑‑ make us a more inclusive company. So... you know... dumb luck, right place at the right time, I don't know what to call it. It's been a fabulous 41 years.

 >> Great, so, let's just talk about ‑‑ about your journey with your disability and I know really, in the past, you described yourself as an unwilling victim who has become a disability advocate, right? And... I know ‑‑ many people aren't going to understand this ‑‑ can you talk about that transformation and how disability is really affected your life.

 >> I was basically a Neanderthal. Dismissed from college, married young, I wasn't supposed to be ‑‑ I wasn't supposed to be vulnerable. I wasn't supposed to be someone ‑‑ I wasn't supposed to lose my vision, I guess. For me, it was ‑‑ it took awhile. Let me just say this. I'm here today. I'm the person I am today because... very fortunate, I found my soul mate at a young age. My wife, Sue, we were 21 when we got married, we'll be married 41 years. I attribute my success to her patience, her love, her commitment and her direction. We all need direction.

 >> Right.

 >> 45 years of it.

 >> That's true. I had an epiphany, Lou, in the early 90s, my wife was working for a foundation fighting blindness and... I have a very rare and obscure, hereditary retinal degenerative disease, there are doctors out there that have never heard of it. She found others with the same disease, we started a Listserv on the computer, people from all over, across the country and then the world joined in. A rare disease that only affects males, for the most part. And we started a 501C3 to selfishly raise money for a treatment or cure. I sat back thinking, we're so lucky to have these brilliant doctors working on our behalf. They could go 100 years and never find a cure. We had parents joining our organization, joining our non‑profit. I learned a valuable lesson from them. We recently had our son, he was born in 1991, Adam. What I learned from the parents was how fortunate I was to be losing my vision, but my son never would. If they never find a cure, what's the best thing I can do as an individual? And... I figured, you know, one man can't change the world. But I could work as hard as I could. If a guy like him could be successful, then I know my child could. It really was an epiphany. Went from being the unwilling victim, to being a real advocate. This may sound crazy, people may not understand it. A lot of people say I'm much better blind than I was when I wasn't. I don't feel sorry for anybody with a disability. I had empathy, I'm a firm believer that if you pity me or feel sympathy towards me because I'm blind, I could never succeed in your eyes. You know... I tell folks I'd rather you hate me than feel sorry for me.

 >> So... when we talk about your advocacy, for people with disabilities, you know... I know that you've been engaged in mentoring for years and you know... congratulations, you know... in your induction into the Susan M. Daniels Mentoring Hall of Fame, that's quite the accomplishment, can you share why mentoring's so important to your community?
 >> I don't think there's anything more important. Let me just say to all of my colleagues, with disabilities, whether a parent or nonparent, you know... if you have successfully navigated, you know... life, and educational system, stuff like that ‑‑ but also the workplace ‑‑ you have an obligation to mentor young people. The ADA was active in 1990 ‑‑ the Veterans Act was in 2008. Up until a couple years ago, the unemployment rate for individuals with visible disabilities was still hovering just under 80%. 80%. So... mentoring, and... mentoring is a reciprocal relationship. I haven't had a single mentee, and I started mentoring long before I started dealing with the USBLN.

 You always receive more than you're asked to give. These young people are so inspirational, they, they, they wear their challenges on their sleeve. They're bolder than my generation was.

 But... it's also important that people who aren't disabled, who are successful mentor young people. Because... they're going to learn what I learned from these young people. They have the skillsets. They have the talents. You know... so... share the knowledge that you have and it's time well‑invested. You know... I stay in touch with almost every mentee I've ever had. I have mentees all over the country that I've never met because, our staffing reps, you know... as they go to different job fairs around the country, would come back and say, Bob, I met this incredible young lady who is also blind and... you know, we told her about you. And... I get this, and I, you know, I just reach out to all these folks. You know... I'm not the great teacher, but... you know... we establish ‑‑ it helps them navigate finding a job and navigating the corporate world once they land one.

 >> Bob, what does the mentoring program look like? How is it structured?

 >> The workforce recruitment program is a great example. There, you have thousands of high potential college students who are recent grads, you know... but there's organizations out there, we mentor here. We've always had a mentoring program, but it wasn't specific to, to individuals with disabilities. I think we have the greatest CEO in the, in America, Mr. Wes Bush who has announced his retirement. He's told all of his direct reports, everybody's president, everybody's executive is expected to mentor at least two people a year. With his passion for individuals of all abilities. Mentoring young people or mid‑level career folks, it demystifies or dehumanizes individuals with disabilities. As you know, we're still plagued by stereotypes and misinformation.

 >> Right, attitude's always the biggest barrier of all ‑‑ when we look at the research, right?
 >> Exactly, sure. And the sympathy thing too. Mentoring isn't that hard to set up. But... again, I've never initiated a mentoring program. I've just always participated in them.

 >> Right.

 >> Many of us in the field, we know that nothing prepares the workplace for people with disabilities more than really having someone there, you know... hiring somebody that has a disability. Why do you think that's so important?

 >> Amen, Lou. It's really kind of easy because... it's basically show and tell. And... I don't mean that, you bring them in and you're showing them off, here's my person with a disability, but you bring them into your workplace, just like you would any other qualified candidate and you watch them perform, you see their commitment and then you start understanding the benefits of hiring someone from this community. And the benefits are, are, the list is long. You're talking about an untapped resource pool that I believe, that you will be hiring a loyal employee who appreciate the opportunity. They're very technically savvy. Today's young person with disabilities, they're so computer‑savvy it makes my head spin. The retention rate is off the charts. Here at Northrop Grumman, it can cost us, easily, 30 to $100,000, sometimes more, to replace an engineer or scientist or technician who is left prematurely. You bring us in and... and... you know... it's a huge cost‑avoidance. You know... when they leave, someone leaves prematurely, and it costs you all that they to replace them, you're still not replacing the knowledge they walked out the door with.

 We tend to, we don't move around like other demographics might. I think on average, the GPAs of these young people is slightly higher. They bring a lot. They're intangible benefits. When bringing individuals with disabilities, you have to think about your workforce where the parents or family members of individuals with special needs ‑‑ you are sending such a strong message to the rest of your workforce. Once you get to know somebody, it's, it's, and see what they can do. And you know... there's going to be misinformation. There's going to be stereotypes.

 >> Thinking of your experiences, is there low‑hanging fruit, really, that can ensure success to begin with? If they're just starting on this journey and starting to develop their program?

 >> I'd say yes, there's a lot you can do at very little cost. And there's strategic partnerships. I'm going to put ODEP and JAN at the top of that list. JAN doesn't just give you advice on different kinds of accommodations. It's basic disability advocate. And... but that breaks down the barriers, the fear. A lot of our colleagues are afraid of saying or doing the wrong thing. So... when you have a comfort level, when, when you, when you start disability awareness, you know... whether you're going to a consultant and purchasing disability awareness modules, you know... which are extremely reasonable, if you just, you know... if you want to tab into JAN's resources, your website is important.

 I was at a conference many years ago and... I can't remember who it was, the speaker was, she said, when you're job hunting, you're going to these different talent acquisition portals, if they don't have a welcoming statement or qualified individuals with disabilities, you know... go onto the next employer. That's probably not where you want to land. I think the other thing that's really important. When you think about the benefits and it's not just, you don't just start employee resource groups as a field initiative, you make them open to everyone, you task them with making your enterprise a better corporate‑citizen. I know with ours... our voice ERG is eleven years old ‑‑ how weird is that. We have a small army around the country. They sponsor events internally, you know... which raises awareness, which raises that comfort level with colleagues. They represent Northrop Grumman all over the country, supporting community events, advocacy groups, you know... whether it's a Down Syndrome walk, you name it. Having effective ‑‑ it's, it can't be just an internal feel good organization. You think about people with disabilities, they bring many, in many ways, are accessibility experts. Whether it's facilities, accessibility, whether it's IC&T, communication and technology, if it's learning how to install and troubleshoot assistive technologies like JAWS or Zoom Text or Dragon. They've been using these all their life. It can be a great asset. They come with skillsets. I think the number one skillset is ‑‑ by tapping into your existing employees with disabilities, you have an entire community that out of need, has become very creative and innovative problem‑solvers. I venture to say we paid far less to consultants today than we did ten years ago. They're experts in the field. They're already in house. They can tell us, accessible event planning was required. Navigating in your wheelchair, than someone who is a wheelchair user. They can tell you about the nap of the carpet, what's better? Use the heck out of them.

 >> Right.

 >> They're in house and willing to help.

 >> Right... so... we found a voice and the employee resource group for people were disabilities and their allies, what are other secrets of Northrop Grumman establishing itself as a leader? ID rates, as a federal contractor are some of the highest, if not the highest I've heard of. What are some other secrets in really, in creating that inclusive workforce?

 >> You're right. Quite honestly, our statistics, our metrics at the end of 2017 helped me make the decision that I was going to retire. You know... in a nutshell, it is the business case. I argued, you know... a lot of colleagues I love, you'd think, we shouldn't need a business case. Should and could and wouldn't, right? If it works... you have an untapped resource pool. The benefits I was just going over ‑‑ creative problem‑solving. Knowledge of accessibility, every aspect of accessibility. They just bring knowledge that otherwise, you'll be paying millions of dollars to consultants to. I spent almost 30 years in finance and accounting. I'm a business case guy. What I love about Mr. Bush is he's a business case guy. When you follow the business case, then there are tangible benefits for both parties. And when that happens, your initiatives are going to sustain. I also believe that if you're doing these things as a feel good initiative, and take section 503 of the Rehabilitation Act, the ADA has been in effect since 1990. And... yet, our employment rate, they did wonderful progress in everything but employment. Because... it wasn't being measured.

 Section 503 set the utilization goal and... for us, to have reached ‑‑ actually, I think we exceeded 7% at the end of last year and our percentage of hires who self‑identify as being disabled was 10.8 in 2017. For me, I'm strictly a business case guy. I don't ‑‑ I'm a firm believer that if you bring me in, I have to perform. And... we will perform. You know... I know that. I've certainly spent enough time working with these young people ‑‑ job is a precious thing. We're probably the only under‑represented demographic that really wants to pay taxes, you know, with nearly 80% unemployment rate for people with visible disabilities. That also explains why, you know, we ‑‑ I'm preaching to the choir. I walk around the halls with German Shepherds. I can't hide the fact that I'm blind, but they don't have to come out. You have to win their confidence and to see our ‑‑ utilization rate exceed 7%, that's good. That's not great. I know that we probably make up easily 15, 17% of the population. I'll be a lot happier after it's over 10%.

 >> Sure. Absolutely, you talk about, you know... creating a sustaining infrastructure at Northrop Grumman. So... one of the things I know that many times I've referred other employers to you and you've been generous enough to mentor them on is really harmonizing the reasonable accommodation process. And you guys were one of the first, I believe it was incredibly comprehensive in 2014 to put that in place. Can you talk about the importance and the benefits of a harmonized reasonable accommodation system?

 >> I sure can, Lou. That was really a labor of love. We started, probably in 2010, 2011, planning an accessibility office, you know... for IC&T at the corporate office. My director and I, in our back pocket, we had a strong man, we said we should be working on the side. When we were representing our results, from the, from the accessibility office, one of the executive sponsors said "what are you doing about accommodations?" And we were like... yes! You know... funny you ask. I think we've got the best accommodation team in the country. And I'm biassed, I'm going to tell you. We have a small, but mighty group that's managed by the young lady we spoke from the IT sector, named Samantha Yang. Patricia Davis on the West Coast, Lisa, Cheryl, and Janelle pitch in when things get tough. We had a cross divisional, cross discipline team that worked for about two years. Testing the different products that were out there, case management tools. And we settled on a system called accommodate by simplicity and it's very accessible. It was really created for universities and colleges. There weren't a lot available at that time. I'm sure there are probably more players out there right now. We, we deployed this for six months, changing all the vernacular from universities and administrations and professors to employees and managers and... it's a great tool because we, we removed the individuals manager, human resources, facilities, the medical department. When an individual requests, they click on a link and it'll go to one of our workplace accommodation specialists. I served in that role from inception and I just took this new role about a year and a half ago.

 So... they get contacted as soon as possible by the workplace accommodations specialist and interactive conversation starts. Nobody has to know, we have a centralized budget which is key. All the business units think it's free and forget about the fact that we ‑‑ you know, all the corporate costs get disseminated back to the business units. We don't generate any revenue. But... you get the power of ‑‑ we've been doing these things ‑‑ we've been buying these things for years ‑‑ we just didn't call them accommodations. But... you know... accommodations, what they really are are productivity‑enhancing devices. You know... I think our employees appreciate the fact that we had a team that, that works to make them as productive as possible. You know better than anybody, any time we get stuck... you know, I reach out to you. We have a gentleman with ALS who is losing his ability to communicate.

 >> I remember that. Yeah.

 >> As well as you know, losing dexterity and things. Can I not give presentations anymore? So... folks said, you know what? I know there's, I know there's ‑‑ not voice recognition applications, but... speaking applications, like... ‑‑
 >> Yeah, voice amplification and such, yeah.

 >> Right... and, and who was that brilliant physicist who had ALS? But... anyway... we ran into problems because we couldn't get some of the software of the available products into closed areas. Like a Pit Bull, she pursued. She went from vendor to vendor. Folks in information security said this is an acceptable product. It doesn't transmit. There's no, there's no retention of data or anything. Rather than limiting what this employee could do ‑‑ he continues to work and come in and give his best every day.

 And when you're an accommodation specialist, you know, when you have success stories like that, you can't wipe a smile off your face for weeks.

 >> Right.

 >> You're affecting somebody's life in such a positive way. And... it helps us attract, you know... Northrop Grumman, I've never seen a commercial that says "hi, we're Northrop Grumman, we hire people with disabilities." I wouldn't want to work here if they did. This community of young people are so savvy, I attribute our success to the fact that we partner with regular organizations, they know who is doing what and who's not and that's why nearly 11% of our hires last year, self identify as having a disability.

 >> That's quite the number. To go back to your harmonized reasonable accommodation process ‑‑ I want to ask a question to enable other employers on the line to kind of benchmark, how many employees do you guys have? And how many accommodation specialists on your centralized team do you have?
 >> We call them a small, but mighty team... well... at the time. We just had a big acquisition ‑‑ at the time, we were hovering around 65,000 employees, our, at its peak, we had four practitioners. Right now, we have three practitioners, a manager and like I said, we have individuals who help out when things get busy, but... since we actually deployed the case management tool, we've been averaging pretty steadily, over, just over 100 accommodations a month. So... we're seeing, I'd say 12 to 1400 requests a year. And... we were told by subject matter experts that that will begin to tail off. We've been actually averaging higher rates this year and we just made, we just made a really big acquisition of a company who was called orbital ATK, which is now our Northrop Grumman innovation systems and I think they're like another 1 or 15,000 people. So... we'll be, you know... we'll be expanding the team, I'm sure, but... with the use of the case management tool, you know... and the commitment of these people who, you know... it's not like doing the work, it's not like going and doing balance sheets and stuff like that. Like I said, it can be frustrating. It's a lot of communications, a lot of data, but... you know... you're helping someone be a better employee and that's how these ladies, you know... work it. They just... you're always getting an opportunity to, to help change someone's life for the better and that's what our practitioners do. Right now... it's three, we're probably going to go up to four at some point, we have volunteers who help out. But... the manager, Samantha is on PTO this week ‑‑ so... I step back into that role, helping out where I can. What I can remember ‑‑
 >> Sure.

 >> So the photo we're showing now is of you and the former Secretary, Department of Labor Secretary Perez and Miss Saundra Evers‑Manly. We talk about executive sponsors a lot. Can you tell us how that internal champion works in corporation?

 >> You bet, Saundra is, she is our corporate Vice President of Corporate Global Responsibility. She ‑‑ this is kind of the heart of the organization. We report to her. You know... but she is, she is, she is kind of legendary in the, in the diversity field. I'll tell you ‑‑ the executive sponsors, we ‑‑ I'm going to talk about the voice ERG. We were very fortunate for ten years, we had the same executive sponsor, her name was Jerry Marconi. She recently retired. I like to call them the hammers. When you're the executives who are so committed to your mission, they make things happen. Top‑level executives hold sway over large organizations. They say this is the direction we're taking. They break down the barriers, they can help provide additional resources, you know... like I said, they are the, they're the people who put their shoulder to the door and knock it down. The bulk of our managers ‑‑ especially our hiring managers and functional managers, they're not well‑versed in the ADA, let‑alone section 503 or 4212 for the Veterans. That's what your executive sponsor can do. If you have one that's really, really involved and Terry certainly was, the voice has a new executive sponsor. She was at the disability conference the past two years. Alyse Gibbs, she's the mission systems Vice President of Communications. If you're Vice President of Communications, it's easier to get the word out there. We have the ultimate executive sponsor, Mr. Wes Bush. He spoke in 2012. Executive sponsors of our reasonable accommodation project, we were still planning it, he announced to the world and us when he was up on stage, that's the direction we're taking. We're going to harmonize and it was done at a time when we were undergoing reductions in force. And they said, we're going to roll out this tool, we're going to staff this effort and... we're going to attract young people with the skills we need.

 I'm not working until I'm 85, right? So... executive sponsors really make things happen when you run into any obstacles.

 >> The last question really kind of starts where we started. Talking about your career and paralleling the passage of the ADA and the Amendments Act and refresh of section 503. What I wanted to ask, what changes have you really seen resulting from this legislation and the policy changes? And then, just kind of a follow‑up, you know... what technological changes have you really experienced as well? Over the past 41 years?
 >> As I said... the ADA and the Amendments Act were great. They were... I think, far more success ful when it came to physical accessibility. Curb cutouts, ramps, that sort of thing. The building I work in was built in the 50s after World War II. And it's a huge building. The one I'm in is nearly a half mile long. If every entrance has swipe access. Has ramps, we're a highly security facility. 503 is my favorite. Section 503, the Rehabilitation Act, that put chief to the ADA. For decades. Employers, federal contractors, I'm not going to say got away with it, but it was acceptable, if you were making good faith efforts. A wise man once said that doesn't get measured, doesn't get done, so... by, by establishing the utilization goal of 7%, it made people with disabilities, qualified people with disabilities hot commodities. I remember four years ago ‑‑ actually, I think the NPRM, the Notice of Proposed Rule Making came out six or seven years ago. Corporate America was in a panic? What do we do? For those associated with disability and NOD and knew who you guys were ‑‑ we weren't in panic mode because we have a course charted at that time. 503 is great. I thought it could have been a little stiffer ‑‑ I'd have liked to have seen mandatory disability awareness training. It didn't... but again, we countered that by deploying disability IQ modules. They're just situational narratives to raise that comfort level. 503 was a game‑changer in my mind.

 >> How about technology‑wise? What technology do you use? What kind of trainings have you seen there?

 >> I've been a JAWS user about 20 years now. I got my first dog in 2009. There's a lot ‑‑ I think, I think... JAWS by Freedom Scientific is probably the industry standard for screen reading technology. And it's a series of key strokes, and it talks to you. You know... I ‑‑ I don't send near as many bad e‑mails anymore, because... as I type, it calls out every letter. If I hit ‑‑ I could sit on one mode where I hit the spacebar and it says the word as I continue ‑‑ so... if I missed a mistake ‑‑ a typo, when it says the word, I catch it, go back, make my correction... there's products like... cruise while, actually a musical instrument company, but... they make screen reading software and I think it's more obscure, but people like it. There's products like Zoom Text and magic that change contrast and fonts, bold, color schemes, because there are color schemes that make text jump out to someone who is low vision.

 At one point I was using, when we were still a papered society, a scanner, you could run a document through, then read it to me. I've been losing my vision slowly over time. I always used the one or two percent of vision I had left until it was gone, then I had to learn to type without the, without looking at the keyboard anymore. Voice recognition software, SmartPhones have been tremendous. A lot of folks who use apple products stopped using other screen readers because the voice recognition that's built into the Apple computers, the SmartPhones, it's almost like traveling with an assistant. You could set reminders and notes, alarms ‑‑
 >> Right.

 >> We really are appreciative for everything you do. Thank you very much for the great conversation today. There's no doubt that many of the company representatives attending today will have learned a number of actions that they could take to increase the inclusion of their organizations and of course, congratulations on our impending retirement in January 2019. Next phase of life, right? Next phase.

 >> You know what? Again, you're thanking me, but it's been reciprocal. You guys have provided us with such knowledge and it's right at your fingertips. You guys have been making me look like I know more than I do for a long time. I truly appreciate what you and ODEP and all these organizations we partner with have done for my enterprise. I never imagined I could be so proud of a place as I am here.

 >> Really appreciate that. Thank you very much, Bob.

 >> It's been my pleasure. And... you know... I know that ‑‑ I know that you'll continue to champion ‑‑ I hope you get a lot more phone calls now, after today's event.

 >> I'm sure we will. To the audience, I want to remind you at the end of the webcast, an evaluation screen will pop up on your window. Please stay logged on to fill out the evaluation forms. With that, please do send in your questions and Bob and I will work to make sure your questions are answered. This concludes today's webcast. Apologies for being late in getting started. Have a great afternoon, everyone. Thanks to Bob.

 >> Thanks so much, have a great day.

 [Call concluded at 3:04 p.m. ET].

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