

Accessibility and Inclusion in the Employment Life Cycle

DRPI AWARE

York University, Toronto

Agenda

- 💧 Introductions & DRPI overview
- 💧 Issues, Concerns and Perceptions
- 💧 Accessibility in the **Employment Lifecycle**
- 💧 **Job accommodations** and assistive technologies
- 💧 **Performance management** and Career development
- 💧 **Sharing** successes and challenges

Our goals



- ◆ To provide concrete solutions that lead to successful job matches and employment opportunities for people with disabilities.

DRPI AWARE

- ◆ DRPI-AWARE is a collaborative five-year project promoting access to opportunities in the labour force for people with disabilities.
- ◆ **We work with employers** to increase work opportunities for people with disabilities in **Bangladesh, India and Nepal**.

DRPI Vision

◆ KEY STRATEGIES:

- ◆ Building Knowledge: Employer Workshops
- ◆ Bridging the Gap: Training and Job Placements
- ◆ Bolstering Success Stories: Celebrating Leaders

◆ CREATE SUSTAINABLE TRANSFORMATION

- ◆ Employment practices related to disability
- ◆ Employment outcomes for people with disabilities in this country

Case Study

- ◆ One hiring manager's experience
- ◆ Inclusive Employment Practices at the company that enabled success



What we heard - issues, concerns, perceptions

- ◆ Productivity & Performance
 - ◆ Can someone with a disability do the work as efficiently as someone without a disability?
 - ◆ What happens if they can't do the job, how can I fire them?
 - ◆ What about illness, time off work and reliability?
- ◆ Accommodation
 - ◆ Accommodations are expensive and difficult to determine and implement.

What we heard - issues, concerns, perceptions

- ◆ Recruitment and Job Fit
 - ◆ Which job roles and verticals are best suited for someone with a disability?
 - ◆ How can I find someone with the skills and experience we need?
- ◆ Supervision and Management
 - ◆ Will it take extra time to manage an employee with a disability?

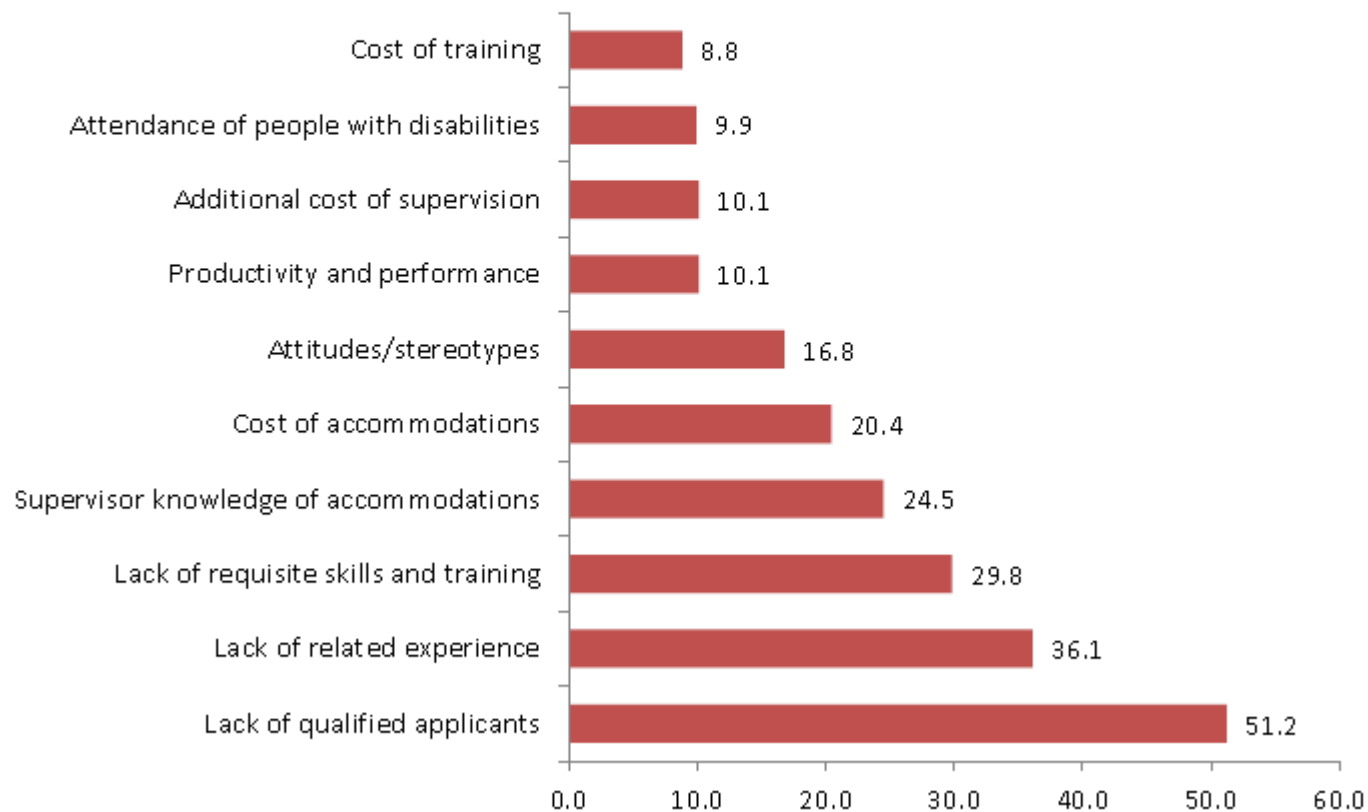
What do you think?



1. Do you have any specific questions or ideas about hiring people with disabilities?
2. Do you have any specific questions or ideas about hiring women with disabilities?
3. What challenges do you anticipate (or have you experienced) at your organization if you hire (more) people with disabilities?
4. What experiences / ideas do you have to make hiring employees with disabilities work?

Barriers to Employment or Advancement

Percent of Employers who Perceived Each as Barrier for People with Disabilities



Video

- [The business case in action: Tim Horton's and Walgreen](#)

Accessibility and Inclusion in the Employment Life Cycle

Recruiters and HR Professionals

Facilitate a good job match



Recruitment & Outreach

we're hiring!
career job
help wanted

- ♦ Job Posting & Job Application Process
 - ♦ Welcomes diverse applicants
 - ♦ Includes essential qualifications
 - ♦ Is accessible.

- ♦ Finding the right candidate:
 - ♦ Use multiple recruitment channels
 - ♦ Partner with community agencies
 - ♦ Consider Targeted recruitment & mentorships



Interviewing & Hiring

- ◆ Ask potential candidates if they require accommodations for the interview.
- ◆ Aptitude tests and entrance exams can be a barrier – provide accommodations
- ◆ Choose accessible interview locations.
- ◆ Be clear on the job demands .
- ◆ Ask similar questions of all interviewees, regardless of disability.
- ◆ It's OK to ask someone about HOW they will do the job.

Onboarding

- 💧 Post information about disability, accessibility and inclusion policies in your company
- 💧 Provide information to all employees about job accommodation policies and processes
- 💧 Provide Awareness training for management and co-workers if necessary

Workplace accommodations and Adjustments

Accessibility and Accommodation

Accessibility:

- ◆ By design; a universally accessible environment free of barriers

Accommodation:

- ◆ Tools, modifications or adjustments to a job or the work environment that create access and is required when barriers have not or cannot be removed

Productivity in the Workplace

- ◆ The right tools for the right job at the right time.



Workplace Accommodation

- ♦ Adjustments or modifications which enable people with disabilities to perform the essential functions of a job efficiently and productively.
 - ♦ Respects dignity
 - ♦ Meets individual needs
 - ♦ Promotes integration and full participation
 - ♦ Ensures confidentiality



Why Accommodate?

- ◆ Shifts focus to ability
- ◆ Creates equal playing field
- ◆ Facilitates a better job match



Examples of Accommodations

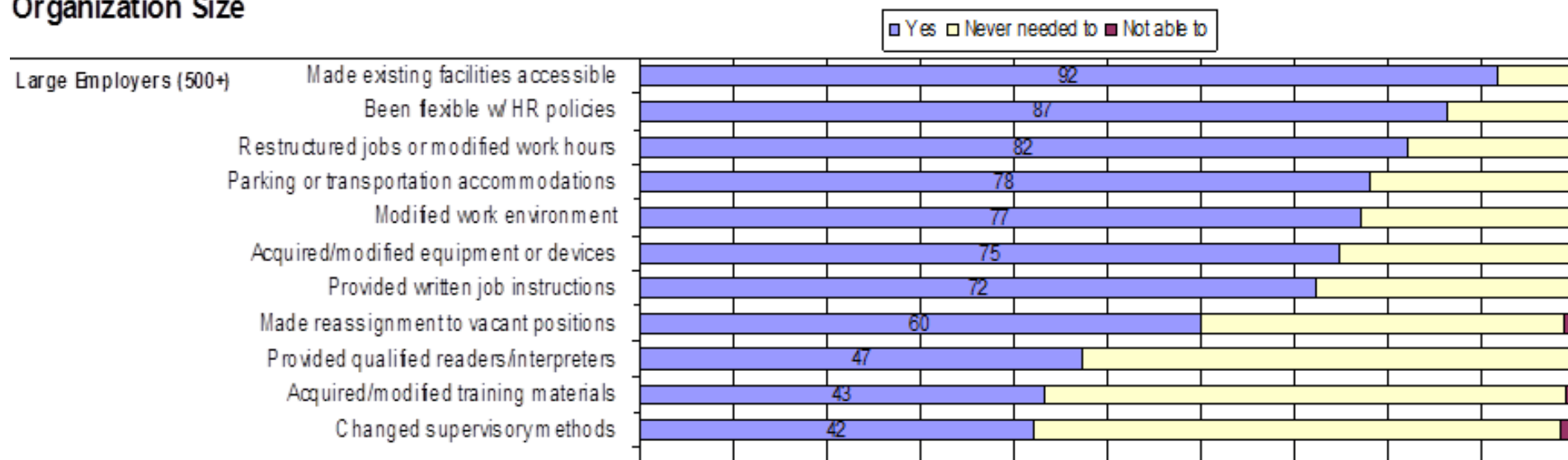


- ◆ Flexible workplace policies and practices
- ◆ Modified work duties
- ◆ Assistive devices and Assistive Technology
- ◆ Environmental / Physical Adaptions
- ◆ Training & Support





Types of Accommodations Made by Organizations to Meet the Needs of Employees with Disabilities by Organization Size



Accommodation Scenarios

Situation	Accommodation	Cost to employer
An employee with morning stiffness due to arthritis was persistently late for work.	Flexible work schedule.	\$0
A customer service employee with low vision found the print on their computer too small to read accurately.	21" monitor ZoomText Large print software	\$600
A manufacturing manager with attention deficit/hyperactivity disorder (AD/HD) was having performance problems. He continued to rush to submit his reports and missed common errors.	<ul style="list-style-type: none"> • Purchased a white board • created a checklist of important elements to review • list of problems with appropriate solutions to review 	\$20
A VP was experiencing age related hearing loss. This posed challenges in meetings and over the phone.	<ul style="list-style-type: none"> • FM System • Remote real time captioning 	\$800

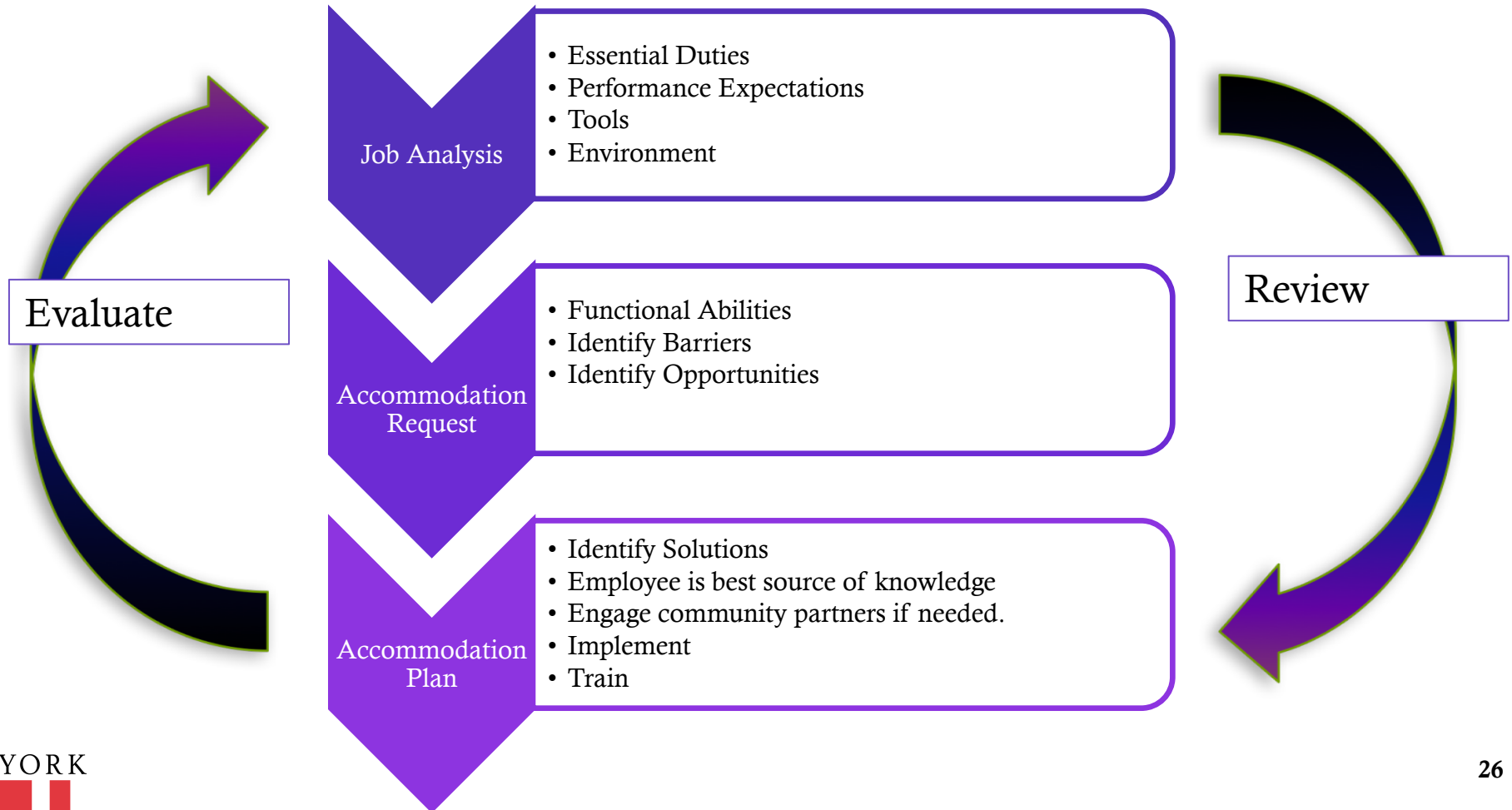
Where do I start?

- It starts with people!
- Discuss accommodation needs with employee
- Don't make assumptions.
- Identify available resources (internal and external)



Remember ... Accommodation is an interactive process not a prescriptive one.

Accommodation Process



Job Analysis

A common understanding of job demands for hiring, evaluating, training, accommodating and supervising all employees

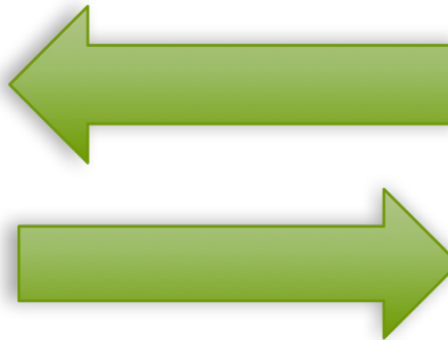
- ◆ Purpose of the Job Identify and evaluate tasks (essential job activities)
- ◆ Identify and evaluate competencies
- ◆ Physical / Visual / Communication / Cognitive demands
- ◆ Job setting & working conditions
- ◆ Tools and IT accessibility
- ◆ Performance expectations

Role of Accommodation

Job Analysis



Employee



Accommodation

Assistive Technology Demonstration

Accessible IT

What it is:

- ◆ Websites and employee facing applications that meet WCAG 2.0
- ◆ Mobile (smart) phones and tablets with built-in accessibility solutions

Trend:

- ◆ By 2015, 50% of organizations will have technology projects underway that support enablement of disabled people in the workplace.

Considerations in Accommodation

- ◆ Employee's skills and ways of working
- ◆ Corporate culture
- ◆ Workplace dynamics
- ◆ Manager and co-worker attitudes and needs

Cost

- ◆ Capital purchases
- ◆ Consulting & coordination fees
- ◆ Staff resources
- ◆ Training
- ◆ Short term reduction in productivity during training
- ◆ Accessible infrastructure
- ◆ Cost sharing

Benefits

Direct Benefits	%
Retained a valued employee	90%
Increased the employee's productivity	71%
Eliminated costs associated with training a new employee	60%
Increased the employee's attendance	54%
Increased diversity of the company	41%
Saved workers' compensation or other insurance costs	38%
Hired a qualified person with a disability	13%
Promoted an employee	9%
Indirect Benefits	
Improved interactions with co-workers	64%
Increased overall company morale	59%
Increased overall company productivity	56%
Improved interactions with customers	44%
Increased workplace safety	44%
Increased overall company attendance	41%
Increased profitability	29%
Increased customer base	17%

from <http://AskJAN.org/media/lowcosthighimpact.html>

Why do accommodations fail?

- ◆ Incomplete
- ◆ Not timely
- ◆ Not appropriate to person or job
- ◆ Insufficient training
- ◆ Attitudes
- ◆ Poor job match
- ◆ Inaccessible tools: websites, information and communications
- ◆ Other ??

Career Development & Training

Corporate Learning and Development teams recognize:

- 💧 Not all employees learn the same way.
- 💧 Providing ongoing training is critical to skills development and company growth.
- 💧 Training should be provided in multiple modalities (e-learning, mentorship, coaching, in-class, job aids)

Accessible Training

- Addresses unique learner characteristics
- E-Learning meets WCAG and has been tested with assistive technology
- Videos have captions
- Training spaces are physically accessible
- Job Coaching is available
- Accommodations are in place

Training Case Study

E.g. Job shadowing and observation

- Issue:

- Person with visual impairment has difficulties seeing computer at a distance

- Solution:

- Provide documents / screen shots in advance in an accessible format
- Describe each step
- Allow for hands-on learning

What if it's not working out?

Performance management:

- Letting someone go because they have a disability is **discriminatory**.
- Letting someone go because they cannot do the job is **good business**.

Recognizing the difference:

- Performance expectations are clear.
- Accommodations are appropriate to the person and job.
- Training has been adequate.
- Standard performance management and performance improvement processes are followed.
- Bias and stereotypes are challenged.

How to succeed

Be creative!



Be inclusive



Leave preconceived ideas behind



Communicate



A company which realises the potential of disabled employees will ...

- Tap into a **wider talent pool**.
- Improve recruitment practice by **focusing on ability and potential**.
- Enable all to contribute by creating **barrier-free** working environments.
- **Enhance productivity** by providing the right tools and training.
- Harness **diversity of thought and innovation** as disabled employees bring different perspectives and problem solving techniques to the table.
- Improve **employee morale** and engagement as people realise they themselves would be treated fairly should they become disabled.
- Improve **employee retention**.
- **Reduce** costs of sickness **absence**.

Taken From: Towards Disability Confidence – An Online toolkit -
www.communitybusiness.org

Benefits for your company?

Discussion

- Why did you do it in your own business?
- Do you have any guidance for others?
- How would you extend it to all types of disability?
- What unique perspectives did these employees provide?
- How do you to ensure sustainable supply of employees?
- What synergies get created amongst inclusive businesses?
- How did other staff react?
- How did customers react?

Do you feel that today's workshop provided you with practical steps that you can put into action in your company?

How can DRPI AWARE assist you with starting / developing your hiring program for persons with disabilities?

What do you think next steps
for your company are?

Video

- 💧 [Inspiration for Innovation: How disabilities are changing big business.](#)

Acknowledgements

- ❖ Department of Foreign Affairs Trade and Development
- ❖ York University
- ❖ National Federation of the Disabled Nepal (Kathmandu, Nepal)
- ❖ Swadhikaar Center for Disabilities (Hyderabad, India)
- ❖ Bangladesh Protibandhi Kallyan Somity (Dhaka, Bangladesh)
- ❖ Swedish International Development Cooperation Agency

Funding Providers and Partners



Foreign Affairs, Trade and
Development Canada

Affaires étrangères, Commerce
et Développement Canada

**Project undertaken with financial support of the
Government of Canada provided through the
Department of Foreign Affairs, Trade and Development**

Resources

- ◆ [*Global Business and Disability Network*](#) – a network of multinational companies, employers' organizations, business networks and disabled persons' organizations
- ◆ [Employer Assistance & Resource Network](#)
- ◆ [JAN - Job Accommodation Network](#)