

CREATING AN INCLUSIVE WORKPLACE

DRPI AWARE

York University, Toronto

Agenda

- ◆ Introductions & DRPI overview
- ◆ Issues, Concerns and Perceptions
- ◆ Strategic approach Inclusive Workplaces
- ◆ Accommodation and Adaptation
- ◆ Taking Action

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

Why Become an Inclusive Employer?

The Business Case

- A review -

- ◆ Legal
 - ◆ UN Convention on the Rights of Persons with Disabilities
 - ◆ National regulations and requirements
- ◆ Social
 - ◆ Benefits of an inclusive society
 - ◆ Corporate citizenship
- ◆ Economic
 - ◆ Efficiency and effectiveness of individual businesses
 - ◆ Growth in consumer demand
 - ◆ Reduced income inequality
 - ◆ Workforce Trends and Opportunities

Understanding Employer Needs

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?
- ◆ Accommodation
 - ◆ Accommodations are expensive and difficult to determine and implement.

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?
- ◆ Supervision and Management
 - ◆ Will it take extra time to manage an employee with a disability?

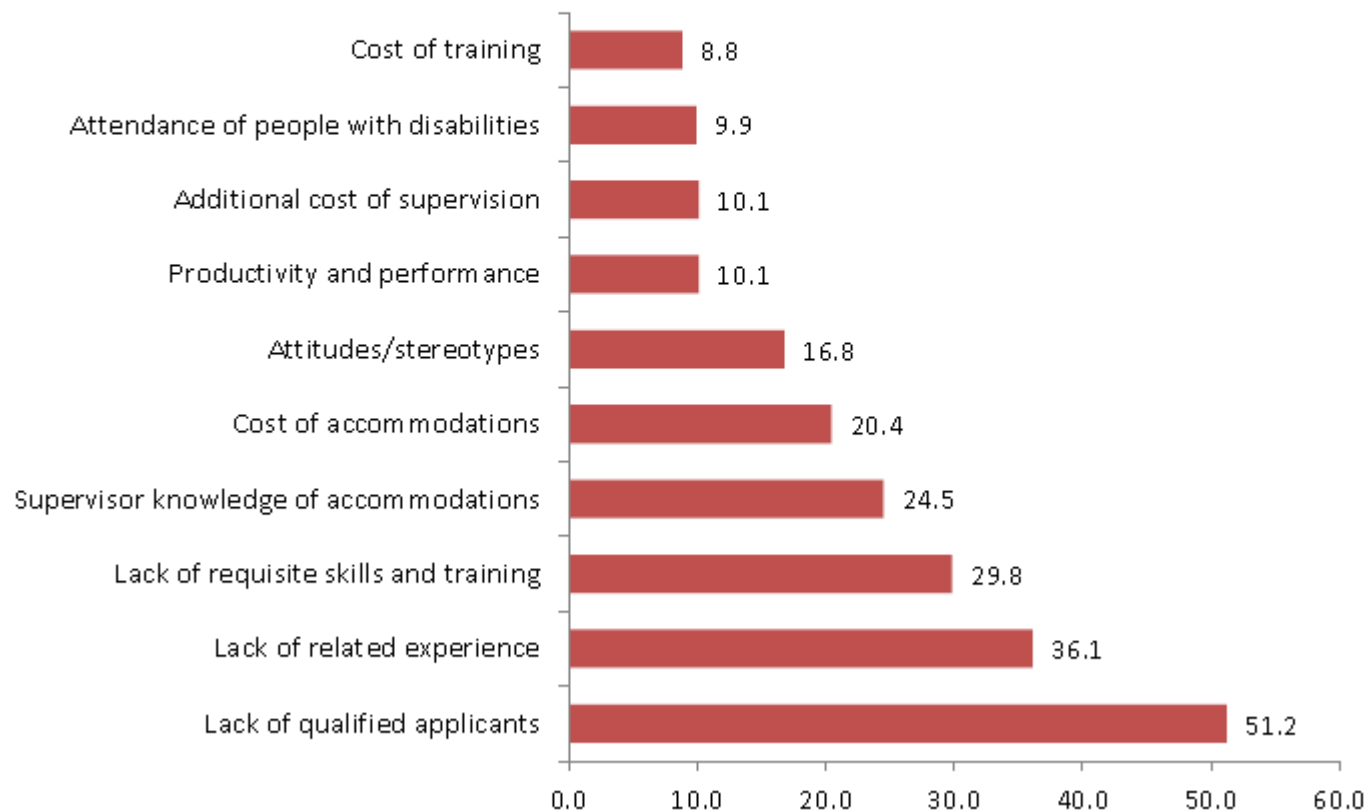
What do you think?



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



Productivity and Performance

Company	Description	Impact	Outcome
Walgreens	31 locations 40 % employees with disabilities at 1 site	Productivity	3 sites: employees without disabilities more productive 10 sites: employees with disabilities more productive 18 sites: same
Tim Horton's	17% of workforce in 6 stores have disabilities	Turnover Absenteeism	Average industry turnover = 75% 6 stores = 35% Absenteeism for PWD = 0%
India's Standard Chartered Bank	Visually Impaired employees in frontline sales roles	Turnover	Average Turnover = 25% PWD = 10%
Proctor and Gamble	40% of the FlexiCenter employees are individuals with disabilities.	Safety Turnover Productivity	increased productivity, zero safety incidents, zero quality incidents, 90% reduction in turnover

Accommodation – Costs and Benefits

Costs – Under \$500

- 57% - \$0
- 36%: one-time cost
- 4%: annual cost
- 1%: one-time and annual costs

Direct Benefits

Retained a valued employee	90%
Increased the employee's productivity	71%
Eliminated costs associated with training a new employee	60%
Increased diversity of the company	41%

Indirect Benefits

Improved interactions with co-workers	64%
Increased overall company morale	59%
Increased overall company productivity	56%
Increased overall company attendance	41%

%

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

Video

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

(10 minutes)

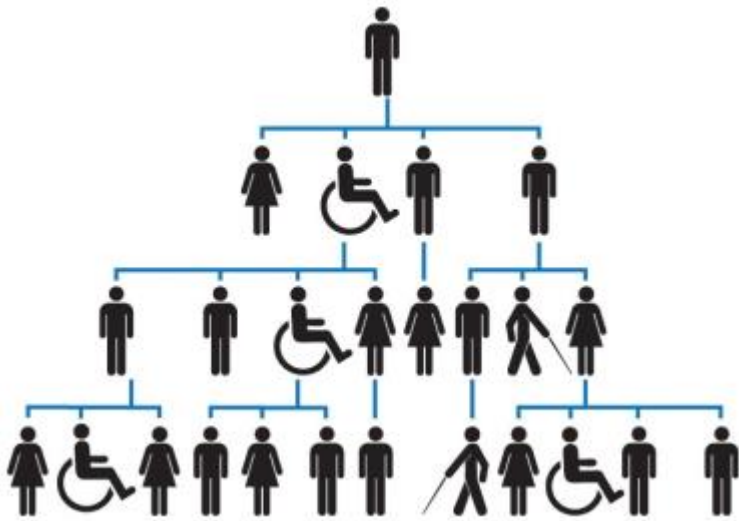
Creating an Inclusive Workplace

A Strategic Approach

Strategic Approach to Inclusive Workplaces

- ◆ Leadership Vision and Commitment
- ◆ Policies & Practices
- ◆ Recruitment & Hiring
- ◆ Workplace Accommodation
- ◆ Organizational Culture and Behaviour
- ◆ Accessible IT & Workplaces

Leadership



- Company's Mission, Vision and Values includes people with disabilities
- Diversity & Accessibility Champions
- Employee Resource Groups
- Drives policy, project and funds and action across the organization

Inclusive Policies

- ◆ Diversity includes Disability
- ◆ Workplace flexibility and accommodation
- ◆ Inclusive hiring
- ◆ Inclusive Design and Development
 - ◆ IT, Real Estate, Training
- ◆ Procurement & accessible supply chain

Recruitment & Hiring

- ◆ Finding the right candidate:
 - ◆ Use multiple recruitment channels
 - ◆ Ensure job application processes are accessible
 - ◆ Targeted recruitment
 - ◆ Partner with community agencies
 - ◆ Focus on abilities, aptitude and potential
- ◆ Interviewing and Hiring:
 - ◆ Aptitude tests and entrance exams can be a barrier – provide accommodations

Successful Job Placements

- ◆ Matching person to skills, interests and experiences to the job is key
- ◆ Clearly identify the performance expectations
- ◆ Have frank discussions;
 - ◆ Can you do these tasks?
 - ◆ What tools do you need to be successful?
- ◆ Be flexible. Tailor the job to the person to get the best out of them for your company.
- ◆ It's OK to acknowledge that not everyone can do every job, regardless of ability

What about 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

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



Productivity in the Workplace

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



Why Accommodate?

- ◆ Shifts focus to ability
- ◆ Creates equal playing field
- ◆ Facilitates a better job match
- ◆ Provides the right tools to overcome accessibility barriers

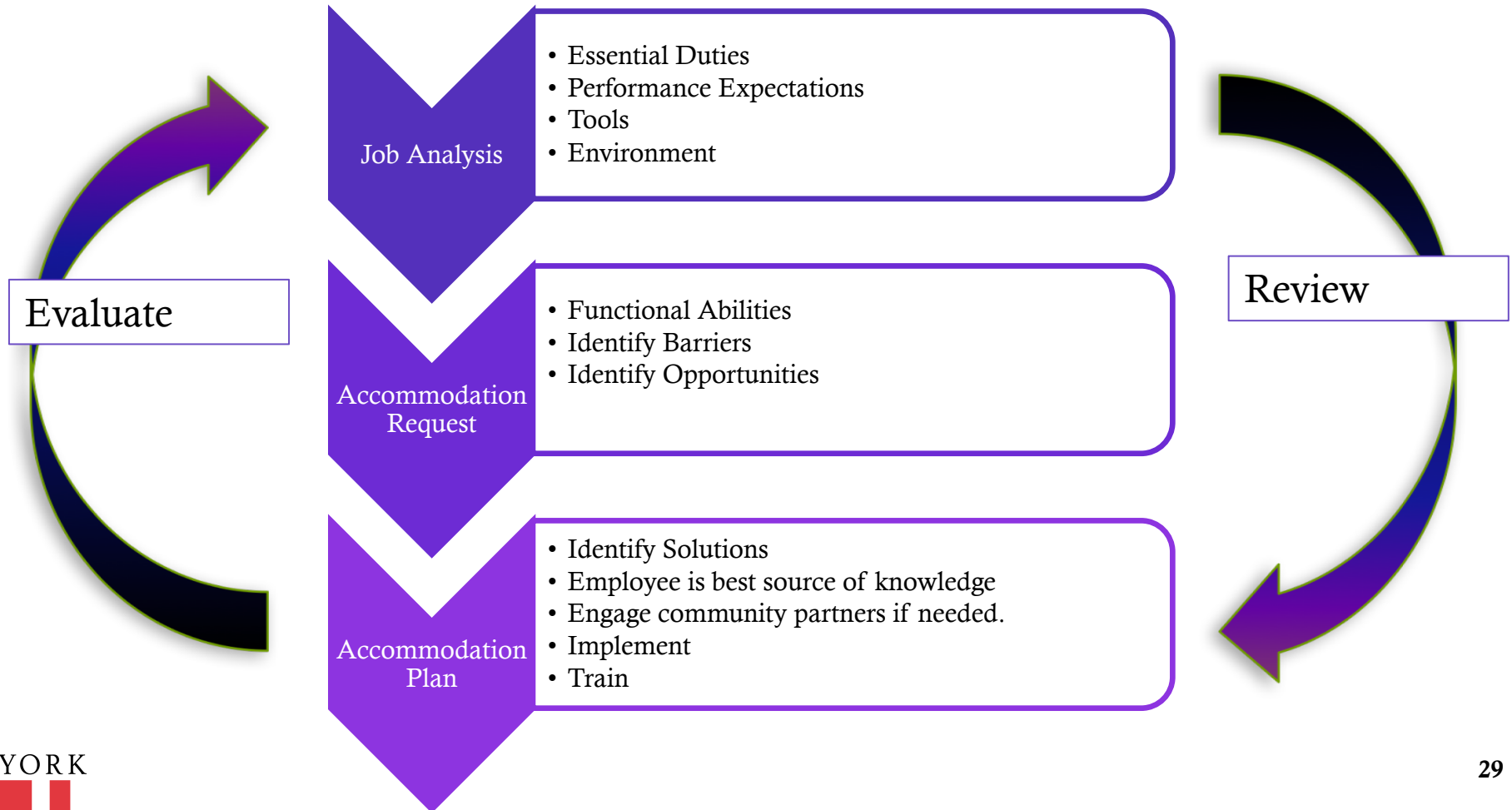


Examples of Accommodations

- ◆ Modified work duties
- ◆ Flexible Work Schedules
- ◆ Assistive technology
- ◆ Physical accessibility
- ◆ Desk / chair / ergonomic equipment



Accommodation Process

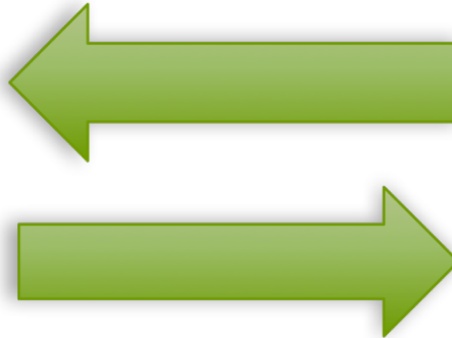


Job Analysis

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



Sample Accommodations

Situation	Accommodation	Cost to employer
An employee with sleep apnea 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

Case Study

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.

Organizational Culture

- ◆ Awareness Training:
 - ◆ Social attitudes and 'disability labels'
 - ◆ Negative perceptions and false assumptions
 - ◆ Train HR Professionals, managers, co-workers
- ◆ Accountability across the organization
 - ◆ Objectives, incentives and rewards
- ◆ Employee Resource groups
 - ◆ Provide a voice for persons with disabilities in the company.
 - ◆ Use their knowledge, experiences and innovative ideas to inform business decisions

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.

Opportunity:

- ◆ Assistive technology marketed to people with disabilities (15% of population) can also be sold to the other 85% of the population that is "situationally disabled" during some part of their day.

Taking Action

Taking Action

- Create Corporate Commitment Statement
- Identify and remove barriers in:
 - Policy
 - Recruitment
 - Hiring
 - IT

Taking Action

- ◆ **Implement** Job Accommodation policy and process
- ◆ **Create** centralized internal supports and funding for accommodations
- ◆ **Conduct** targeted outreach and recruitment
- ◆ **Hire** people with disabilities.

Share Success

- ◆ **Demonstrate** Business Leadership through industry collaboration.
- ◆ **Share** resources, tools, and best practices you have adopted for workplace accommodations.
- ◆ **Communicate** your commitment, successes, strategy.

Disability Drives Innovation

- ◆ Highlights inefficient processes and promotes thinking about better productivity
- ◆ Opens up new markets with innovative products and services
- ◆ Drives profitability

Video

- Inspiration for Innovation: How disabilities are changing big business.

(10 Min)

Discussion

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?

Acknowledgements

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Resources

- ◆ [*Disability Rights Promotion International*](#)
- ◆ [*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*](#)