EMPLOYER TOOLKIT

Find the right talent for your business.

Discover more at: HireForTalent.ca
This project is funded by the Government of Canada’s Opportunities Fund for Persons with Disabilities.

HIRE for TALENT has made every effort to use the most respectful words possible while writing these materials. We realize, however, that the most appropriate terminology may change over time. We developed these materials with the intent to respect the dignity and inherent rights of all individuals.

This document is provided for information purposes only. The content provided is not legal advice and should not be used or relied upon as such. Applicable law may differ from jurisdiction to jurisdiction; if you are seeking legal advice, you are advised to consult a lawyer in your province or territory.
What Is the Hire for Talent Toolkit?

This Employer Toolkit, Find the Right Talent for Your Business – Condensed Printable Version, is a selection of content from the larger HireForTalent.ca web-based Employer Toolkit. The Employer Toolkit aims to increase a company’s overall performance.

Company performance stems from many different business aspects that range from financial strategies to business processes to human resource policies. The HIRE for TALENT Toolkit aims to increase employers’ efficiency in recruiting, interviewing, hiring and retaining valuable employees identifying as having disabilities.

The HIRE for TALENT Toolkit and the HireForTalent.ca website are valuable resources that can help employers become more inclusive in their workplace practices. Accessing the untapped labour pool and hiring the best talent available will prove profitable to all types of companies operating in any sector or industry.

How Do Employers Use This Information?

The information in this condensed printable version summarizes the content found on the HireForTalent.ca website. The sequence of the information in this sampling follows the online version of the Employer Toolkit and provides condensed versions of each of the ten tools specifically designed to help business owners, managers and supervisors become more inclusive employers by:

1. Identifying an employer’s interests and information needs
2. Consulting the Table of Contents to select the needed information
3. Reading the information to gain knowledge on best practices
4. Reaching out to service providers for added support

For example, you can find information concerning legal aspects related to employment or the appropriate questions to ask during an employment interview by consulting the Employer Information; Guide to Creating an Inclusive Workplace. As well, you can access much more information in PDF format on the HireForTalent.ca website.
Why Use the Hire for Talent Toolkit?

Hiring people with disabilities has many returns: it increases a company’s employee engagement, it improves a company’s image, and it positions any company as a socially responsible employer in the Canadian labour market. All of these contribute to a company’s success.

Should you need to contact a service provider, you can do so via the HireForTalent.ca website.

Together, we can build an inclusive workforce for all Canadians.

The Path to Becoming an Inclusive Employer

Step 1
Learning about disability and the reasons for hiring people with disabilities.

Step 3
Increasing employers’ efficiency in recruiting, interviewing, hiring and retaining people with disabilities.

Step 2
Understanding Canadian employers’ legal responsibilities and becoming more confident in hiring people with disabilities.

Step 4
Becoming a more confident inclusive employer and playing an active role in building an inclusive Canadian workforce.
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Tool #1: Business Case

The Benefits of Hiring People with Disabilities

Learn the facts about the business advantages of hiring people with disabilities and how their inclusion can improve both productivity and company image.

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Productivity and Company Image

**FACT 1**
Productivity is about skills and capacities, as well as loyalty, dedication and satisfaction. These traits are commonly found in workers who identify as having disabilities.

There are no productivity differences between workers with disabilities and workers without disabilities. The myth that workers with disabilities are less productive is false.

**FACT 2**
The untapped labour pool provides skilled, knowledgeable staffing solutions that foster innovation and problem solving.

On average, people with disabilities have higher education levels (high school, trade school or college) than people without disabilities.

**FACT 3**
These percentages indicate the proportion of 803 respondents who gave favourable ratings to companies that do the following:

- **Hire people with disabilities**: 92%
- **Provide health insurance**: 94%
- **Protect the environment**: 92%

87% specifically agreed that they would prefer to do business with companies that hire individuals with disabilities.

98% were “satisfied” or “very satisfied” with the services they received when interacting at a business with an employee with a disability.

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Untapped Labour Pool

The untapped labour pool provides skilled, knowledgeable staffing solutions to foster innovation and problem solving.

On average, people with disabilities have higher education levels (high school, trade school or college) than people without disabilities.

The untapped labour pool provides staffing solutions to chronic HR openings.

An estimated 411,600 individuals with disabilities are not currently employed but have the potential to work. Almost half of these qualified workers are post-secondary graduates.

The “Universal Design” and “Human-Centered Environments” concepts are applied more and more frequently to products we buy and services we receive.

Inclusive designs make inclusive workplaces. This increases environmental and social accessibility for all Canadians.

In 2012, an estimated 3.8 million adult Canadians reported being limited in their daily activities due to a disability, a lack of accommodation, or a difficulty with accessibility.

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2 CSD, 2012 A Profile of the Labour Market Experiences of Adults with Disabilities among Canadians Aged 15 Years and Older. Statistics Canada. 2015.
If any employer were to reach out to any agency, and just sit down and see what can be done for their type of business, they might find that perfect employee that was missing this whole time.

- Jeanine Chavarie
  Human Resources Director, Casino New Brunswick
Tool #2: Disability 101

What Is Disability?
These interesting facts will help employers understand disabilities.

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Learning About Disabilities

In the past, people with disabilities were grouped in separate schools and institutions. This discriminatory practice reinforced many negative misconceptions and stereotypes about disabilities.

Most people with disabilities prefer to be responsible for themselves; however, if you would like to help someone with a disability, ask first if or she wants assistance before you act. ATP: (Ask The Person)

Not all hearing-impaired individuals have lip reading skills, and those who do lip read have varying skill levels.

People with disabilities are often resourceful problem solvers. For example, transportation is not necessarily a challenge.

A person may use a wheelchair for a variety of reasons, none of which may have anything to do with health issues. Today, a wheelchair is considered an autonomous means of getting around!

Often people who have adjusted to disabilities have developed a great deal of resilience and perseverance.
Understanding Disability

DISABILITY is an evolving concept. Disability results from the barriers that hinder a person’s full participation in society on an equal basis with others. When there are proper accommodations, there are no barriers.

ONSET

When the diagnosis of the disability is confirmed:

BIRTH
CHILDHOOD
adolescence
ADULTHOOD
OLD AGE

SOME DISABILITIES ARE VISIBLE

SOME DISABILITIES ARE INVISIBLE

DISABILITIES CAN BE...
MILD  MODERATE  SEVERE

Brain Injury, Spinal Cord Injury
Autism Spectrum Disorder
Learning Disability, Memory Disorder
Dyslexia
Attention Deficit Hyperactivity Disorder (ADHD)
Down Syndrome
Phobia, Schizophrenia
Depression
Obsessive-Compulsive Disorder (OCD)
Speech Impairment
Hearing Impairment, Deafness
Vision Impairment, Blindness
Arthritis
Chronic Pain, Fibromyalgia
Mobility Issue, Agility issue

Our understanding of disability is evolving.
Disability used to be understood within the medical model, where a disability was only defined by a health diagnosis.

Today, we know that disability is understood through a combination of the severity of a health diagnosis in addition to an individual’s ability to interact in society.
The workforce is changing, and we’ve found great success with people with disabilities, they really take ownership of their role.

- Grant Webb
  The Works, co-owner
Tool #3: Legal Issues

Legal Issues

The legal aspects are actually quite straightforward with a few key points to keep in mind. This information can help make any hiring process easier, protect the interests of employers, and ensure that the rights of all individuals are respected.

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Employers’ Legal Responsibilities

The information provided throughout Tool #3 (Legal Issues) has been provided simply because many employers ask questions on this topic. The legal aspects are actually quite straightforward, with a few key points to keep in mind. This information can help make any hiring process easier, protects the interests of employers, and ensures that the rights of all individuals are respected. Also included are references regarding where to find more information if needed.

Several key points regarding the legal obligations of Canadian employers:

• A person with a disability is not required to tell an employer about a disability if he / she can do the work required without accommodation and the disability does not pose a danger at work, to the individual, or others.
• An employer has an obligation to accommodate all disabilities to the point of undue hardship – this includes visible and non-visible disabilities.
• An employer has the right to ask questions about the job function, and the employee’s abilities to do these.
• The employer does not have the right to ask about the name of a disability or the medical diagnosis.
• Any information the person with a disability shares is confidential and protected.

Each jurisdiction (each province/territory and federal) in Canada has multiple SOURCES OF GUIDANCE, including:

• Employment legislation, which provides for basic workplace rights.
• Human rights legislation, which is designed to combat discrimination.
• Workplace safety/workers’ compensation legislation, which provides for occupational health and safety and workplace disability insurance.

It is important to review the laws applicable to an employer’s specific region. Although provincial laws vary, there are CORE FUNDAMENTAL CONCEPTS that can generally be found, including:

• Everyone should be treated respectfully and fairly regardless of a disability.
• Accommodations should be provided to those who require them, up to the point of “undue hardship.”
• Accommodations may be needed at any stage in the employment relationship, including during recruitment.
• Occupational or job requirements should be reasonable and meaningful, rather than arbitrary.
• Permanently injured workers have a right to return to work.
Legal Obligation to Disclose a Disability

Applicants and employees don’t have an obligation to a disability. However, in some cases this would become a legal obligation:

- If the applicant needs an accommodation during the interview process or at any other time during the job application process.
- If the employee needs an accommodation in the workplace or at any other time in relation to his or her employment.

An individual with a disability is required to provide sufficient information about his or her disability in support of his or her accommodation request so that the employer can properly and promptly fulfill its “duty to accommodate” up to the point of “undue hardship.”

Applicants and employees are legally obligated to disclose disabilities to an employer if:

- The disability is likely to affect their work performance or their ability to carry out any specific job duty.
- The disability could potentially create a health or safety risk to themselves or to any co-worker.
Duty to Accommodate

The “duty to accommodate” is a legal obligation, which has been confirmed and clarified by the courts, including the Supreme Court of Canada. The purpose of the duty to accommodate is to ensure that persons who are otherwise fit to work are not unfairly excluded where working conditions can be adjusted without undue hardship.

Accommodating employees varies for each employee. Employers want every employee to be the most productive they can be, and this is accomplished by providing the tools that they need to be effective and efficient.

The duty to accommodate applies in relation to any aspect of employment, including pre-employment testing, work environment, training and/or promotions.

What does “duty to accommodate” up to the point of “undue hardship” mean?

- The duty to accommodate applies to protected characteristics under the human rights legislation applicable in your jurisdiction. Although the specifics may vary from jurisdiction to jurisdiction, these grounds generally include gender, nationality, disability, race, ethnic origin, colour, religion or creed, age, sexual orientation, marital or family status, and criminal convictions for which a pardon has been granted.

- Employers, service providers, and unions must take steps to eliminate any disadvantages to employees, prospective employees, or clients resulting from rules or physical barriers that may have an adverse impact on individuals or protected groups.

- True equality means respect for people’s different needs.

- With respect to employment and the workplace, this means valuing and accommodating differences so that all employees can work to the best of their abilities.

Obligation to Accommodate

- Although an employer is not obligated to provide accommodation tailored exactly to an individual worker’s preference, the employer cannot arbitrarily determine an accommodation without consulting with the worker who identifies as having a disability.

- The most successful accommodation outcomes happen when workplace parties are able to work collaboratively and respectfully with a view to finding meaningful and effective solutions. This rules out situations in which the parties analyze how far the law says they have to go or how much they can hold back.

- The worker has an obligation to cooperate in an effort to arrive at a reasonable accommodation.

- The phrase “undue hardship” implies that the employer has an obligation to incur at least some hardship when accommodating employees.

The Canadian Human Rights Commission has developed an easy-to-read guide for employers: A Place for All: A Guide to Creating an Inclusive Workplace, ©2006. This guide is designed to assist employers in understanding their legal obligations regarding the duty to accommodate, as well as in creating workplace accommodation policies and procedures. Similar guides are available from human rights authorities in every Canadian jurisdiction.
Undue Hardship

The Supreme Court of Canada has stipulated that a person’s disabilities must be accommodated unless the employer or service provider can prove that doing so would be an “undue hardship.”

The courts have not yet provided a comprehensive definition of “accommodation” or “undue hardship.”

“Undue hardship” describes the point beyond which employers are not expected to accommodate, and the factors to be considered are not entrenched, except to the extent that they are expressly included or excluded by the relevant statute in your jurisdiction.

For example, an accommodation would be considered overly burdensome if it would impose undue hardship or undue risk to the health or safety of any worker. An employer may be able to claim undue hardship if the cost of a proposed accommodation is considered excessively high, thus jeopardizing the business’s survival, or if the accommodation threatens to change the business’s essential nature. The relative importance of these factors varies on a case-by-case basis. However, the term “undue” implies that there may necessarily be some hardship in accommodating someone’s disability, and unless that hardship imposes an undue or unreasonable burden, it yields to the need to accommodate.

The requirement to accommodate up to the point of undue hardship means that employers must identify and eliminate any rules that have a discriminatory impact that cannot be justified under the law.

The goal is to prevent barriers to accessibility from occurring in the first place, rather than having to remove them retroactively. When we design inclusively from the start, our products and services work for everyone. Accommodation also means changing rules or practices to allow people to do things in a different way.

EXAMPLE: a small business’s installation of an elevator is likely undue hardship, but the installation a front door ramp is not.
I really just treat it like its’ any other interview because I’m hiring them to do the same job.

- Jason Cain
  Cain’s Independent Grocer
Tool #4: Recruitment

Recruiting the Best Available Talent

Improve your skills in recruiting top talent by exploring how to create your own inclusive job descriptions and job postings. This tool also outlines how service providers can provide support to employers in recruiting, selecting, hiring and retaining people with disabilities.

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HireForTalent.ca
How to Write an Inclusive Job Description

Benefits of an inclusive job description:
Writing an inclusive job description is not mandatory when it comes to hiring people with disabilities. However, inclusive job descriptions are beneficial for any hiring, and when used as a regular HR practice, they can increase business efficiency by allowing managers to accurately assess an employee’s work performance. Determining essential/non-essential and critical/non-critical functions also creates opportunities to increase employees’ performance and job satisfaction. Inclusive job descriptions help to select the right person for each job. They can also increase your recruitment reach.

Employer’s legal responsibility:
It is important to define all essential job functions and to prepare job descriptions before advertising any vacancies or interviewing any applicants. Employment should be defined by a person’s ability to perform the essential and critical job functions. In other words, employers may not disqualify a person from employment if he or she is unable to perform non-essential job functions.

Steps to Writing an Inclusive Job Description
To write an inclusive job description, refer to the following questions and to the accompanying sample receptionist job description.

1. What is the formal job title?
2. What is the supervisor’s job title?
3. What is the purpose of the job?
   This should usually take no more than three or four sentences. It is meant to indicate the main objectives, outcomes, intended results and/or outputs.
4. What are the job duties and responsibilities?
   List three to eight job duties and/or responsibilities. For each one, list examples or related tasks and indicate if they are critical or non-critical. Critical tasks may be routine or occasional.

   Providing these details ensures flexibility and encourages employees to think in terms of job enhancement instead of viewing certain tasks from the perspective of “That is not my job.” Tasks may also be listed as routine or occasional.

   i. Begin each statement with an action verb (present tense).
   ii. Use gender-neutral and non-discriminatory language.
   iii. Use clear, simple and precise language. Use qualifiers only when necessary.
   iv. Be as specific as possible. Write details regarding where, when, why and how.

Examples: Duties and Responsibilities
Instead of: “Greet visitors.”  
Write: “Greet visitors at the office and on the telephone in a professional and friendly manner.”

Instead of: “Handle incoming mail.”  
Write: “Sort and distribute incoming mail.”
How to Write an Inclusive Job Description

5. What are the job requirements and qualifications?
The requirements and qualifications should match the duties and responsibilities. This generally includes minimum education levels and certifications. This section does not focus on prior experience.

6. What are the working conditions?
Describe the physical work environment and the hours of work. This section usually includes special conditions such as: weekend work, shift work, working outdoors, working with challenging clients, or working in noisy environments.

7. What are the physical requirements?
Describe the critical range of motion needed by the person doing that job, along with the frequency and strength requirements if lifting objects is necessary. Also describe any special equipment that must be operated in the workplace.

8. Disclaimers
Employers may not indicate non-essential physical requirements.

Example: Physical Requirements
In a receptionist job description, employers may not state the requirement to “lift and carry up to 20 lbs. or 10 kg.” Statements such as these are arguably discriminatory since they are not focused on a specific result or essential aspect of the job.

BFOR’s ➞ What are bona fide occupational requirements?
Bona fide occupational requirements are considered essential to the job. An employer must differentiate between the essential and absolute job requirements and the optional or flexible job tasks.

For example, in most situations refusing employment on the grounds of religious belief would be considered discriminatory, but a religious school may lawfully require that its teachers be members of that denomination and may lawfully bar from employment anyone who is not a member.

In other situations, posting job requirements that are not essential prevent otherwise qualified candidates from applying to a job that they would be capable of doing. For example, if having a “valid driver’s license” isn’t absolutely necessary for the job, it is not a bona fide occupational requirement and should not be posted. NOTE: bona fide means “authentic, genuine, real, valid, without intention to deceive.”

How to Write an Inclusive Job Description

**JOB TITLE:** Receptionist

**REPORTS TO:** Office Manager

**PURPOSE:**
- To be our company’s first point of contact
- To represent our company in a professional and pleasant manner
- To ensure that all staff members receive adequate administrative and clerical support
- To coordinate front-desk activities on a day-to-day basis

**DUTIES AND RESPONSIBILITIES:**

1. Greet visitors in a professional and pleasant manner
   - Use proper phone etiquette [critical]
   - Smile when greeting visitors [critical]
   - Notify staff when visitors arrive [critical]

2. Answer information requests
   - Provide basic and accurate information [critical]
   - Screen and forward incoming calls [critical]
   - Conduct research [non-critical]
   - Reply to website enquiries and emails [non-critical]

3. Provide administrative support
   - Receive, sort and distribute mail and deliveries [critical]
   - Maintain office security in line with company procedures [critical]
   - Maintain telecommunication systems [non-critical]
   - Update calendars and schedule meetings [critical]
   - Make travel and accommodation arrangements [non-critical]
   - Keep updated records of office expenses and costs [critical]

4. Coordinate front-desk activities
   - Order and keep stock of front office supplies [critical]
   - Keep reception area tidy and presentable [critical]
   - File, photocopy, transcribe and fax documents as needed [critical]

**JOB REQUIREMENTS AND QUALIFICATIONS:**
Telephone skills, ability to use Microsoft Office software, organizational skills, verbal and written communication skills, ability to learn and use various types of office technology and equipment.

**WORKING CONDITIONS:**
This full-time position is in a busy manufacturing environment. The jobholder may be exposed to sudden loud sounds and constant background noise.

**PHYSICAL REQUIREMENTS:**
Must be able to remain seated at least 50% of the time.

**DISCLAIMER:**
This job description reflects management’s assignment of essential functions; it does not proscribe or restrict other tasks that may be assigned. This job description is subject to change at any time.

Approved by:  
Date approved:  
Reviewed by:
Steps for Writing an Inclusive Job Posting

First and foremost, you must have an updated job description:

Identify the essential functions of the job. What are the essential requirements? What are the needed core competencies to perform this job? See document 4.2 “How to Write an Inclusive Job Description.”

1. Be inclusive.

When writing the job posting, the details used to describe the job requirements should not exclude someone with a disability. Listing physical demands that are not essential to the job could automatically exclude someone with a disability from the hiring process.

For example:

Employers sometimes indicate physical demands that are not actually essential for the job, such as: repetitive movement of hands and fingers—typing and/or writing; occasional standing, walking, stooping, kneeling or crouching; reaching with hands and arms; talking and hearing; and the ability to lift and carry up to 20 lbs. When these are written, and they are not essential, the employer will not access the untapped labour pool of skilled workers.

Some language can create barriers to seeking out and hiring the right talent.

An inclusive job posting states alternative expertise or experience. This encourages candidates with different abilities to apply for the job. Qualifications and requirements must reflect inclusiveness and be result oriented. For example:

<table>
<thead>
<tr>
<th>SAMPLE QUALIFICATIONS and REQUIREMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Language that could create barrier to employment.</td>
</tr>
<tr>
<td>10+ years’ experience in medical administration in a medical specialist’s office.</td>
</tr>
<tr>
<td>Valid driver’s license required.</td>
</tr>
<tr>
<td>Three years’ experience as a tax auditor.</td>
</tr>
</tbody>
</table>
Steps for Writing an Inclusive Job Posting

2. **Use plain language.**
   Keep things simple and to the point; lay out information as clearly as possible. Call on your local service provider to get a professional opinion to ensure requested qualifications are not discriminatory.

   **For example:**
   State clearly and simply the conditions of employment, including any potential flexibility regarding work hours. Clearly indicate whether the position is full time, part time, casual or contractual. Mention salary and benefits as appropriate.

3. **Show where you stand.**
   Include a statement about your company’s commitment to equal employment opportunity.

   **For example:**
   Our Company values the diversity of the people it hires and serves. Diversity at Our Company means fostering a workplace in which individual differences are recognized, appreciated, respected and responded to in ways that fully develop and utilize each person’s talents and strengths.

4. **Provide contact details.**
   Provide details of a contact person who is able to answer questions about the essential job requirements. The contact person should also be aware of the company’s diversity and inclusion policy.

   **For example:**
   For more information about our [Canadian Workplace Diversity Initiative](#), including disability accommodation, please contact careerinquiries@ourCompany.com or call (123) 456-7890.

5. **Be accessible.**
   Ensure your inclusive job offer is distributed in various formats, so that it can reach as many candidates as possible, including the untapped pool of skilled workers.

   **For example:**
   Alternative formats include HTML and Microsoft Word, large print, text transcripts of visual information, and accessible electronic formats compatible with screen readers.

6. **Be easy to reach.**
   Provide several different ways to receive candidates’ applications.

   **For example:**
   Accept applications by email, fax, teletype writer (TTY), video relay service (VRS), regular mail, or by inviting candidates to submit applications online via your company’s accessible website.

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Checklist for an inclusive recruitment process, Disability Services Commission, Government of Western Australia.


Steps for Writing an Inclusive Job Posting

Our Company is a leader in providing integrated communications solutions and embedded electronic solutions.

WE NEED YOUR TALENT

We are currently seeking engineering professionals in the following areas:

Computer Architecture, Computer Graphics, and Artificial Intelligence

Cryptography, security, software engineering, and scientific computing knowledge are valuable assets. This full time employment offers flexibility, competitive wage and benefit package.

Quote AI-17005 when submitting your résumé via our website at OurCompany.com/careers, by fax at (123) 456.7788, by email at Careers@OurCompany.com, or by mail at 123 Computer Road, Bestown NB E2A 8T9.

For more information about our accessible workplace and our Canadian Workplace Diversity Initiative, including accommodation, please contact: careerinquiries@ourCompany.com or call (123) 456-7890.

Our Company values the diversity of people and products. Diversity at Our Company means a workplace where individual differences are recognized, appreciated, respected and responded to in ways that fully develop and utilize each person's talents and strengths.

Our Company is a registered trademark. © 2017 Our Company Canada Ltd.
Types of Services Available to Employers

Although specific services may vary from region to region, they generally provide support to employers to recruit, select, hire and retain people with disabilities.

Recognized organizations provide employment services at no charge (e.g., job coaches, job developers and employment support) to assist employers in solving HR challenges and to increase workforce efficiency.

What can service providers do for a business?

Service providers can assist employers during the hiring process.

Service providers are specialists. If requested to do so by an employer, they will provide one-on-one training in the workplace to individuals with disabilities who have the potential for independent employment.

Service providers guide newly-hired employees in developing and enhancing self-advocacy skills, as well as “soft skills” such as time management, organizational skills and social skills.

What tangible support do service providers offer?

Service providers aim to guide newly-hired employees with disabilities until on-the-job independence is achieved.

Service providers may also:

- Help to ensure full understanding of job duties and roles
- Match opportunities to jobseekers
- Suggest workplace accommodations to enhance employee performance
- Report to work with a new employee on the first day
- Establish a daily work routine and schedule
- Accompany a new employee during the instructional phase
- Provide supplemental training on specific job duties, as needed
- Help to increase the work speed of a new employee
- Model appropriate work-related behaviours
- Assist new employees with social integration

Service providers aim to work closely with employers and newly-hired employees to ensure that work standards and expectations are met.
Types of Services Available to Employers

What value added can be provided?

Job coaches and job developers assist employers during the process of hiring people with disabilities. These dedicated professionals also provide continuous support in the form of personalized on-site and off-site coaching, as well as long-term follow-up support based on the needs and requests of employees and employers.

For example, job developers can:

- Pre-screen applicants for job suitability
- Analyze job duties/tasks and design a suitable format tailored to a new employee’s learning style
- Discuss job duties, environmental issues and safety procedures to boost productivity and performance
- Identify natural sources of support in the workplace
- Make transportation arrangements
- Introduce new employees to co-workers
- Ensure that new employees fit in and understand the organizational culture
- Act as mediators if needed

In most cases, employees’ individual needs are identified on a case-by-case basis. Employees with disabilities have different skills and abilities that can complement many existing positions within a company.
They just want to be included, they just want to come in, do a good job, and come back the next day and do that.

- Jeanine Chavarie
  Human Resources Director, Casino New Brunswick
Tool #5: Interviews

Conducting Successful Interviews

Improve your skills in conducting successful interviews, including employers' responsibilities and inclusive interview techniques. Tool #5 will also explore how to use socially acceptable language, disability etiquette and proper terminology when interviewing people with disabilities. Additionally, this tool outlines the selection process and the formulation of interview questions to ensure that the best candidates are hired!

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HireForTalent.ca
Employers’ Responsibilities

A Basic Rule!

Employers should make all reasonable efforts to provide access to all applicants. For example:

- Choose interview locations that are accessible to candidates with disabilities.
- Identify accessible parking options.
- Provide clear directions about where to meet.
- When arranging for interviews, inform all applicants that accommodations are available upon request for applicants with disabilities.
- Help your front office staff learn how to interact appropriately with people with disabilities.
- Give all applicants clear information about the selection process.

Tips for Successful Interviews:

- An interview team will reduce individual bias.
- The interview team should include staff members who understand disability and diversity issues.
- A diverse interview team will provide insight into responses that other team members may not fully grasp.

For more details on employer’s legal responsibilities, consult Tool #3 “Legal Issues.”

Do not assume.
Appearance does not define ability.

Do not stereotype.
Avoid generalizations based on your understanding of disabilities.

Be open minded.
Some disabilities may be invisible.
Greeting a Candidate with a Disability

Interviewing a Person with a Visual Impairment

- When greeting someone with a visual impairment, identify yourself and anyone else present.
- If you offer assistance, wait until your offer is acknowledged. Then wait or ask for instructions.
- If the person with a visual impairment needs to be escorted somewhere, invite him or her to take your arm at the elbow. Guide rather than propel the person, giving verbal directions along the way (e.g., “We are now going to walk through a doorway.”)
- Provide verbal directions about the location of the applicant’s chair.
- Let the person know if you move around or if you need to end the conversation.
- Let the person know if someone else leaves or enters the room.
- If a service animal is present, refrain from interacting with the animal.

Interviewing a Person with a Hearing Impairment

- If a sign language interpreter is present, he or she will usually sit beside the interviewer and across from the person with the disability.
- If the candidate with a hearing impairment lip reads:
  - Look directly at him or her, and speak clearly at a normal pace.
  - Do not exaggerate your lip movements.
  - Do not shout.
  - Speak expressively because the person will also rely on facial expressions, gestures and eye contact.
- If the candidate does not lip read, use brief notes or a sign language interpreter. (A sign language interpreter will usually sit beside the interviewer and across from the person with the disability.)

Interviewing a Person with a Mobility Issue

- Treat a wheelchair as part of the person’s personal space.
- Be aware that some wheelchair users may prefer to transfer themselves into an office chair for the interview.
- Enable people who use crutches, canes or wheelchairs to keep them within their reach.
- To facilitate conversation when interviewing a person who uses a wheelchair, sit in a chair that allows you to be at the person’s eye level.
Legal Interview Questions

The main objective of an interview is to obtain additional information in order to select the best candidate for the job. THE BEST FIT is defined by the smallest gap between candidate’s talents on the one hand and the job requirements and organizational culture on the other hand.

An interviewer should ask the same questions to all candidates

• Employers are allowed to ask questions about an applicant’s ability to perform the essential duties related to the job.

As an example:
• During an interview for an opening for a receptionist position and after the duties, responsibilities, and job requirements have been thoroughly described, the interviewer may ask: “Do you have the ability to receive, sort, and distribute mail and deliveries?” (See 4.2 Inclusive Job Description: Receptionist or other similar questions specifically related to the essential duties of a specific job.)

Same interview questions to all candidates

• Employers should not ask an applicant any disability-related questions without prompting. However, if an applicant raises such an issue, the employer should be prepared to respond and indicate that it can and will accommodate the employee to the point of undue hardship.

As an example:
• An applicant discloses that he is not able to stand or sit for extended periods of time and asks the interviewer what accommodations are available. The interviewer may ask further questions to explore possible accommodations within the workplace and further confirms the employer’s responsibility to accommodate up to the point of undue hardship.

In doing so, the employer indicates a willingness to identify and implement the needed quality accommodations as it applies to all protected groups: minorities, women, aboriginals, and people with disabilities.

The phrase “undue hardship” implies that the employer has an obligation to incur at least some hardship when accommodating employees whether or not they belong to a protected group.
The ‘DUTY TO ACCOMMODATE’ prevents employers from rejecting candidates on the basis of their protected characteristics, which include disability, age, gender, religion/faith, sexual orientation, race/colour, marital status or ethnic origin.

An employer, a service provider or a union has the obligation to take steps to eliminate disadvantage to employees, clients or PROSPECTIVE EMPLOYEES resulting from a rule or a physical barrier that may have an adverse impact on individuals or protected groups.

The Duty to Accommodate obligates an employer to be meaningful (proactive) in creating an inclusive workplace for all stakeholders.

Inclusive workplaces come from implementing quality accommodations. “[from 3.2] The most successful accommodation outcomes happen when workplace parties are able to work collaboratively and respectfully with a view to finding meaningful and effective solutions.

To find out more about your legal obligations, go to Tool #3 Legal Issues.
**Tool #5: Interviews**

**Socially Acceptable Language**

**ASh THE PERSON BEFORE YOU HELP**
Adults with disabilities want to be treated as independent people. When a person with a disability wants help, ask “How can I help?” before you act.

**DON’T MAKE ASSUMPTIONS**
People with disabilities are the best judges of what they can and cannot do.

**SPEAK TO THE PERSON**
Always speak directly to the person with a disability; not to the companion, aide or sign language interpreter.

**BE SENSITIVE ABOUT PHYSICAL CONTACT**
Avoid touching a person’s wheelchair or mobility device. People with disabilities consider their equipment part of their personal space.

**RESPOND TO REQUESTS**
When someone asks for an accommodation in the workplace, it is not a complaint. It shows that the person feels appreciated and has confidence in your understanding.

**THE BASICS**

Disability Etiquette

People with Non-Visible Disabilities

NOT ALL DISABILITIES ARE VISIBLE. A person may make a request or behave in a way that seems strange to you, and you may not understand why. His or her request or behaviour may be disability-related.

For example, you may give someone simple verbal directions, but the person may ask you to write down the information.

This person might have a learning disability or a hearing impairment that makes it easier to understand written communications.

People Who Use Service Animals

Some people who are deaf, blind or have reduced vision or who have a traumatic brain injury, a seizure disorder or a range of other disabilities may use a service animal to assist them with daily living.

Do not touch the service animal without permission.

The animal may be adorable, but it is on the job! In some instances, the service animal may not display information identifying it as such.

Within a business, this means that a “no animal” policy would need to be modified to allow the person to enter with a service animal.

Inclusive workplaces will have DESIGNATED SPACES FOR SERVICE ANIMALS.

People Who Use Wheelchairs or Other Mobility Devices

People who use wheelchairs have varying disabilities and abilities. Some can use their arms and hands, and some can walk for short distances.

Unless the person has asked you to assist or has consented to your offer to help, DO NOT TOUCH OR PUSH A PERSON’S WHEELCHAIR; it is part of his or her personal space.

Always ask before offering help.

People who have limited mobility may lean on a door for support as they open it. Ask The Person (ATP) before helping.

NEVER GRAB A MOBILITY DEVICE.

Disability Etiquette

People With Low Vision

Providing written material in LARGE PRINT is an accommodation for people who have low vision.

Technology makes these workplace accommodations easy.

- Most people with low vision have an easier time reading bold white letters on a black background.
- Avoid using SMALL CAPS or ALL CAPS, as this makes reading more difficult.
- Using a clear font with appropriate spacing is just as important as the font size.
- Labels and signs should be clearly lettered using contrasting colours.

Be sure to keep all walkways clear of obstructions. Inform your employees with low vision (and your customers) of any physical changes, such as rearranged furniture or moved equipment.

People Who Are Blind

Even though they may use a cane or a guide dog, people who are blind know how to orient themselves and get around on the street. They are most able to travel unassisted.

Never touch a blind person’s guide dog; the dog is working and needs to concentrate.

A white cane is part of an individual’s personal space. If the person puts the cane down, don’t move it. Let the person know if the cane is in the way.

During the Interview

- Remember that a person may have a visual disability that is not obvious.
- Identify yourself before you make any physical contact.
- Introduce yourself, and let the person know your role.
- Be sure to introduce the person to everyone else present.
- If you need to leave, let the person know you are leaving, and ask them if he or she need anything before you go.
- It is appropriate to guide a blind person’s hand to the back of a chair so that they can sit down.

In the Workplace

If the layout of the workplace changes (such as rearranged furniture), be sure to inform all staff and customers. If a person who is blind needs assistance, offer your arm; do not grab his or her arm. If the person has a guide dog, walk next to the person, on the side opposite the dog.

Hazards for people who are blind or have low vision include revolving doors, half-open filing cabinets, and protruding objects such as lamps or hanging plants.

Retrieved from the Syracuse University Disability Cultural Center website http://www.unitedspinal.org/pdf/DisabilityEtiquette.pdf
Mental Illness Is an Invisible Disability

How to interact with people with mental illness during a job interview

**Etiquette**

- Be mindful of language
  - Avoid using the term “crazy” or saying things like “I am so stressed out, I am going to kill myself.”

- Use “person-first” language
  - (e.g., say “a person with schizophrenia” instead of “a schizophrenic person.”)

- People with mental illnesses may have additional disabilities, such as physical mobility, learning disabilities, etc.

**Hiring Process and Selection**

- If a candidate discloses during an interview that he or she has a mental illness, acceptance is important. Ask him or her what type of accommodations he or she may need to be successful in his or her work, and thank him or her for being honest and brave in disclosing.

- Individuals with mental health challenges may have gaps in their work history and may not have sequential educational histories.

- It is important to understand that these candidates want to work; this may help them to achieve success in the future.

**Maintaining Successful Employment**

- It is important to understand that employees with mental illnesses may go through cycles of wellness and illness. In this regard, the employer’s support is crucial in reducing stigma.

he was looking for a chance, we gave him that chance, and we haven’t been disappointed with him. I think it’s been a great success.

- Jonathan Stephen
  Coordinator, Ymca Campbellton
Tool #6: Hiring

Hiring with Efficiency

Concise information on efficient hiring; includes promoting strategic orientation practices and developing and using an onboarding checklist aimed at accommodating new employees with disabilities.

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Success Stories: Accommodations ...........................................43

HireForTalent.ca
Hiring Intentions and Best Practices

Hiring people with disabilities is NOT an act of charity, nor is it a “random act of kindness.” Employers should focus their attention on finding the best person for the job taking into consideration attitudes, abilities, skills and personality.

A good deal of research has focused on employers’ best practices and perceptions about their intentions to hire people with disabilities. This information points to various factors that may boost receptiveness towards hiring people with disabilities.

- The employer welcomes diversity and inclusion.
- The employer focuses on performance, not disabilities.
- The employer focuses on essential and critical tasks rather than secondary functions.
- The employer offers internships leading to permanent employment.
- The employer recognizes the benefit of working with community-based agencies in order to connect with skilled employees.

Employers should check whether a person can perform essential and critical tasks rather than assuming that he or she is unable to perform non-essential or non-critical tasks.

Basic Employee Orientation and Onboarding Checklist

Compare your company to a ship embarking on a journey. The crew must be prepared, the equipment must be in good working order, and the itinerary must be carefully planned before any passengers come on board. Similarly, when hiring a new employee, your company should ensure that all staff members are informed, accommodations are in place, and an onboarding plan is available.

**BEFORE THE NEW EMPLOYEE BEGINS WORK:**

- Reach out to your local service provider for additional assistance if needed.
- Talk to your staff about the new employee’s first day on the job.
- Learn how to greet, communicate and interact with people in non-traditional ways (e.g., interacting with people who are blind, use a wheelchair or are autistic). Read more in Tool #5: Greeting a Candidate with a Disability.
- Consider identifying a support person, mentor or go-to person for the new employee.

**Understanding the Importance of Accommodations**

The most efficient and appropriate accommodations are those that promote inclusion and overcome initial employment barriers. Accommodations benefit the entire workplace and enhance the comfort of all employees, including those with disabilities.

Accommodations may be as straightforward as modifying employment conditions, making minor workplace adjustments or supplying equipment designed to assist with job duties. In all cases, accommodations must fully respect each individual’s right to privacy, autonomy and proper support.

**FIRST DAY ON THE JOB:**

- Provide orientation information in a suitable format for the person with a disability. This may mean written, audio, large text or Braille materials or simpler language for people with intellectual or developmental disabilities.
- Introduce the new employee to colleagues, suppliers and customers.
- Have someone accompany the new employee during breaks and lunch.
Basic Employee Orientation and Onboarding Checklist

WITHIN 30 DAYS ON THE JOB:

☐ Confirm whether job accommodations continue to be appropriate, as applicable.

Does your workplace use Employee Support Groups [ESGs]?  

ESGs are groups of employees who join together in the workplace based on shared characteristics or life experiences. ESGs are generally used to provide support, enhance career development and contribute to personal development.

Nowadays, ESGs have expanded to include “interest groups” focusing on specific activities such as job responsibilities, environmental advocacy, community service, volunteerism and workplace wellness. ESGs provide insightful information for all employees. (Read more in Tool #7: Maintaining Successful Employment.)

With the collaboration of:
Saskatchewan Abilities Council
Ontario Workplace Inclusion Program (OWIP)
Success Stories: Accommodations

Accommodations are discussed with employees and sometimes with service providers. For example, a service provider might create a checklist of tasks, so the worker can read them independently and follow the instructions. Service providers can pave the way for a successful worker/employer relationship.

**Worker can’t remember verbal instructions.**
Mark is employed in the manufacturing sector. His short-term memory loss was accommodated by using a digital voice audio recorder and a smart pen. These devices enable Mark to have a visual cue in addition to recorded verbal notes and help him in his day-to-day performance.

**RESULT:**
Mark’s communication level increased as he was able to listen to his manager’s instructions. It also has improved his productivity by using the recorder as a reminder tool.

**Worker has difficulty standing.**
Cindy is employed as a cashier. Her mobility issue was accommodated by using a fatigue mat and an adjustable-height stool. In addition, the employer and the employee reached an understanding that she could sit when required.

**RESULT:**
Cindy now performs essential and critical tasks professionally.

**Worker requires sensory adjustments.**
Tania works in a bright office environment, and she has sensory needs that require her to wear sunglasses indoors.

**RESULT:**
Cost-free accommodation for the employer allows Tania to focus on her work.

Most Canadian employers qualify for funding to cover the cost of technological devices and other accommodations.

They’re interacting with the guests every single day, they bring such a positive light to the work place.

-Kate MacDonald
General Manager, Casino New Brunswick
Maintaining Successful Employment

Strategies to help employers maintain successful employment of all employees.

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Tool #7: Retention

HireForTalent.ca
Employers are required to demonstrate due diligence and are responsible for their employees’ safety and security. If there are concerns about employee safety, employers should not hesitate to act.

Workplace issue: Some employees do not seem to understand safe use of equipment.

If this occurs: Confirm proper training and understanding of health and safety rules.

The employer or supervisor should:

1. **Review workers’ training.** All training should be documented and periodically reassessed to ensure skills maintenance.
   
   **Tip for success:** A training matrix or training plans for each position will boost workers’ motivation to increase their skills.

2. **Validate workers’ understanding** of vital information concerning the Workplace Hazardous Materials Information System (WHMIS).
   
   **Tip for success:** WHMIS posters should be readily available for all employees to consult.

3. **Seek service provider support.** Upon request, service providers can provide support for workers with disabilities.
   
   **Tip for success:** Qualified job coaches can provide additional workplace training free of charge.


Saskatchewan Abilities Council
Strategy #2: Understanding Job Requirements

Workplace training is linked to employee satisfaction and increases employee retention.

Performance and Productivity

A company’s bottom line depends on productivity. If there are concerns about an employee’s performance and productivity, the employer should not hesitate to act.

Workplace Issue: The output of some employees is not meeting targets, and non-compliance is widespread.

If problems occur: Confirm that each employee understands his/her job.

The employer or supervisor should:

1. **Ensure that the employee understands the job requirements.** Specific goals and performance targets should be clear and documented.
   - **Tip for success:** Checklists and visual performance aids will facilitate the employee’s understanding of job targets.

2. **Confirm that standards are clearly communicated to the employee.** Company or department production targets should be clearly stated.
   - **Tip for success:** Visual aids for quality standards will increase performance awareness.

3. **Determine whether accommodations are necessary.** The employee’s situation may have changed.
   - **Tip for success:** Ask the employee to determine whether his or her work conditions are adequate or whether a change in the work environment is causing hardship.

4. **Review workers’ training.** All training should be documented and periodically reassessed to ensure skills maintenance.
   - **Tip for success:** A training matrix or training plans for each position will boost workers’ motivation to increase their skills.


Saskatchewan Abilities Council
Tool #7: Retention

STRATEGY #3: Creating Effective Workplaces

Teamwork is an important part of an effective workplace.

Teamwork becomes difficult if some employees are perceived as outsiders. If there are concerns about awareness of the organizational culture, the employer should not hesitate to act.

Workplace Issue: Some employees do not fit in with other co-workers.

If this occurs: Confirm each employee’s sense of belonging.

The employer or supervisor should:

1. Check the employee’s interest in the job. Explore the employee’s perception of his or her workplace contributions.
   
   **Tip for success:** Visual aids and posters promoting team spirit will increase day-to-day awareness of the importance of each worker’s contributions to common goals.

2. Explore the employee’s ability to form new relationships. Check whether there are any unresolved conflicts.
   
   **Tip for success:** Use Employee Resource Groups (ERGs) to help employees become part of the team.

3. Verify that the employee is aware of the organizational culture. Discuss the employee’s understanding of workplace etiquette.
   
   **Tip for success:** Check whether the employee is engaging in inappropriate social behaviours.
STRATEGY #4: Ensuring Accommodations Are Available to All Employees

Accommodations aim to allow all stakeholders to be equal participants in the workplace and social environments.

**Communication**

Communication becomes difficult if an individual is not able to respond to certain questions. If there are concerns about an employee’s ability to communicate effectively, the employer should not hesitate to act.

**Workplace Issue:** An employee does not understand the workplace expectations.

**If this occurs:** Check whether the work environment is appropriate.

**The employer or supervisor should:**

1. **Check whether something has changed in the work environment or with the employee’s sensory abilities.** Is a change interfering with the employee’s ability to communicate?

   **Tip for success:** Check the employee’s immediate work environment to determine whether there has been an increase in ambient noise, an environmental change, a new supervisor, etc.

2. **Check whether a different communication style is needed.** Does the employee provide information to the employer? If communication is difficult or does not yield much information, do not press the worker for information on what type of accommodations may be needed.

   **Tip for success:** Ask your local service providers for assistance, advice and guidance in developing a plan that will help you communicate with your employee in a way that will resolve issues and benefit all parties.
STRATEGY #5: Giving Priority to Life-Work Balance

Life-work balance is a predictor of employee motivation.

**Motivation**

Employee motivation is complex but clearly identifiable. If there are concerns about an employee’s motivation to perform well, the employer should not hesitate to act.

**Workplace Issue:** An employee begins to miss work, arrives late or shows a lack of interest.

If this occurs: Check whether the employee is still interested in the job.

**The employer or supervisor should:**

1. **Check whether the individual’s life situation has recently changed.** Is the employee facing unexpected challenges or difficulties that are carrying over into the workplace?

   **Tip for success:** Use Employee Resource Groups (ERGs) to help employees, or ask your local service providers for assistance in developing a work plan that will help you integrate your employee in a way that will resolve issues and benefit all parties.

2. **Check whether a different communication style is needed.** Communication problems may account for a loss of interest.

   **Tip for success:** Ask what an ideal work situation would be in order to identify potential misunderstandings regarding work conditions or existing uncomfortable situations.
**STRATEGY #6: Creating Inclusive Workplaces**

Cooperation and mutual understanding are essential components of successful inclusive workplaces.

**Diversity and Inclusion**

It becomes difficult to create an inclusive workplace if individuals are disrespectful towards, or disregard, employees, including those with disabilities. If there are concerns about a lack of awareness of employee diversity and inclusion, the employer should not hesitate to act.

Workplace issues: Some co-workers are discriminating against other employees.

If this occurs: **Confirm that each employee understands diversity and inclusion.**

The employer or supervisor should:

1. **Check whether the employee is aware of the Canadian Human Rights Act.**
   All employees have the same right to work.
   **Tip for success:** Use content from Tool #2 in the HIRE for TALENT toolkit to increase employee awareness of disabilities.

2. **Check whether the employee is aware of the Employment Equity Act.**
   Employers are required to implement an employment equity program to remove barriers for women, members of visible minorities, Aboriginals and people with disabilities in order to achieve a representative workforce.
   **Tip for success:** Use Employee Resource Groups (ERGs) to organize awareness workshops or engage in Lunch and Learn discussions about diversity and inclusion.
They carry their weight, they do their job, and they’re respected and appreciated.

It can be life changing, especially if you’re someone that’s been discounted for what’s possible in your life.

- Keenan Wellar
  Director of Communications, LiveWorkPlay
Creating Inclusive Workplaces

Learn about the benefits of inclusive workplaces and how to create and implement inclusive workplace policies.

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The Benefits of Inclusive Workplaces

Accessible and inclusive workplaces reflect an organization’s culture and inclusive policies.

Inclusive workplaces generate more benefits than simply including people with disabilities.

Companies that are committed to creating inclusive workplaces:

- Have stronger brands
- Enhance their public images by being seen as good corporate citizens
- Extend their reach by accessing a larger talent pool
- Become more resilient and adaptive
- Are better at attracting and retaining talent
- Foster innovation and build business capacity
- Expand their customer bases

Ensuring accessibility and inclusiveness creates a better workplace for all employees.

Employers that apply inclusive design principles and take steps to develop more inclusive workplaces will:

- Make employment more accessible
- Leverage the benefits of diversity
- Create healthier workplace cultures for all employees
- Boost the value of their human capital
- Provide opportunities for all employees to learn about inclusiveness and accessibility
What is an Inclusive Workplace Policy?

A company’s culture is defined by its workplace policy.

What Is an Inclusive Workplace Policy?

Your written workplace policy will depend on the size of your company and the scope of your intentions. An inclusive workplace policy does not have to be complicated. Of course, if you operate a multinational company or report to a Board of Directors, your policy is likely to be somewhat more complex and extensive. Nevertheless, an inclusive workplace policy need not be complicated.

What does an inclusive workplace policy do?

An inclusive workplace policy is a framework that fosters employee engagement by standardizing employment conditions. It also enables your company to create its own organizational culture.

Why does my company need an inclusive workplace policy?

Diversity and inclusion have become major business issues. The benefits of inclusion include:

- Improved employee engagement
- More effective market presence
- Enhanced public image

These benefits are outcomes of your organizational culture. They also stem from meeting the needs of all employees more effectively. (Read more at Tool #6, Hiring with Efficiency.)

Once an organization has stepped up its recruitment efforts by accessing the largely untouched talent pool of people with disabilities, the next step is to retain qualified employees in order to increase the sustainable benefits that employees bring to the organization. Read more in Tool #7 Maintaining Successful Employment.)

Policy effectiveness is measured in terms of outcomes. This means that when a policy is implemented as intended, it helps foster a work environment in which no employee is excluded, marginalized, treated unfairly or prevented from accessing any resources, responsibilities, opportunities or employment benefits, regardless of any reasons or arguments that may be advanced to the contrary.

An inclusive workplace policy is designed to guide management’s and employees’ conduct in accordance with your company’s performance objectives.
What is an Inclusive Workplace Policy?

What are the components of a workplace policy addressing diversity and inclusion?

Generally, an inclusive workplace policy includes guidelines setting out a company’s commitment in the following areas:

- Making reasonable efforts to guarantee employees’ and customers’ dignity, confidentiality, independence, integration and equal opportunities
- Striving to communicate with people with disabilities in ways that take their disabilities into account
- Providing assistive devices as needed
- Making people with disabilities and their service animals or support persons feel welcome in the workplace
- Making accommodations as needed
- Providing accessibility training to company staff as needed
- Receiving and accepting notices of temporary disruption
- Establishing a process for receiving and responding to feedback

NOTE: Management practices are crucial to ensuring that policies are implemented meaningfully, rather than merely paying lip service to the importance of inclusion.

The Canadian Human Rights Commission has developed an easy-to-read guide for employers: A Place for All: A Guide to Creating an Inclusive Workplace, 2006. The guide is designed to help employers understand their legal obligations regarding the duty to accommodate, as well as to put together effective workplace accommodation policies and procedures.

[EXAMPLE] Diversity and Inclusive Workplace Policy: Social Sustainability

Workplace modifications and adjustments are designed to ensure equal opportunities for all employees so they may participate in the workplace and in other related activities without discrimination.

Our Company also recognizes that candidates and/or employees may request accommodations in order to participate or perform to the best of their abilities. As per regional labour standards and national human rights guidelines, reasonable workplace accommodations and adjustments will be granted.

HR Council.ca
Accessibility for Ontarians with Disabilities Act, 2005, in Allstream Corporate Policy, 2014
How Do I Create an Inclusive Workplace Policy?

Four Steps to Creating an Inclusive Workplace

**STEP 1**
Understand the meaning of diversity, inclusion, inclusive workplaces and measures of accessibility.

**STEP 2**
Assess and question your existing workplace in terms of accessibility and policy.

**STEP 3**
Explore the concepts of Human-Centered Design, Growth Mindset and Universal Design.

**STEP 4**
Leverage existing skills and implement changes to create an accessible and inclusive workplace.

The Canadian Human Rights Commission has developed an easy-to-read guide for employers: A Place for All: A Guide to Creating an Inclusive Workplace, 2006. The guide is designed to help employers understand their legal obligations regarding the duty to accommodate, as well as to put together effective workplace accommodation policies and procedures.

**[EXAMPLE] Diversity and Inclusive Workplace Policy: Job Posting**

Our Company does not discriminate when selecting new employees. Race, colour, disability, religion, gender, national origin and sexual orientation have no place in our hiring decisions. We select the best employees based on their qualifications, skills, knowledge and commitment.

When selecting new employees, our Company’s prime consideration is that the individuals selected must be those most likely to fulfill their job-related responsibilities.

Our Company also recognizes that candidates and/or employees may request accommodations in order to participate or perform to the best of their abilities. As per regional labour standards and national human rights guidelines, reasonable workplace accommodations and adjustments will be granted.

DEFINITIONS: Adapted from: Bersin by Deloitte, Diversity and Inclusion in Canada-The Current State, 2014.
Understanding Key Definitions

**DIVERSITY:** This concept refers to the variety of people and ideas within a company. Diversity is often defined according to unique differences including race, gender, age, disability, sexual orientation and maternity/marital status.

**INCLUSION:** This concept refers to creating an environment in which people feel involved, respected and valued. Inclusion allows individuals to use their ideas and perspectives in their work with colleagues and customers.

**INCLUSIVE WORKPLACES:** This concept refers to fostering the variety of people and ideas within a company by creating an environment in which people have a sense of belonging and can bring their “authentic” selves to the team and the business.

**MEASURES of ACCESSIBILITY:** This concept extends to every phase of the employment continuum, from recruitment to retention. Protocols and systems often entail conditions that may create issues of inaccessibility.

**REMEMBER:**

Human diversity is multidimensional.
- Visible diversity may involve culture, ethnicity/race, nationality, gender, age and mental/physical status. (The last is often referred to as disability.)
- Invisible diversity may involve thoughts, perspectives and life experiences, including education, family status, values/beliefs, work-related style preferences and socioeconomic status.
- Other diversity dimensions that may or may not be visible may include sexual orientation, religion, language and veteran status.

Assessing Your Workplace

Few would argue that barriers and inaccessibility factors are deliberately designed to prevent people with disabilities from joining the workforce. Identifying barriers that may have been inadvertently created and perpetuated within a company’s HR policies and protocols (perhaps by “doing things the same way as we always have”) will help people without disabilities see how policies and protocols could be modified.

Assessing and questioning workplace accessibility should take into consideration all aspects of employment, including the workplace and the hiring process (i.e., from posting jobs and screening resumes to scheduling and conducting interviews and orienting new employees).

**ASK YOURSELF:** What would each way of doing things look like if people with disabilities could participate without any disadvantages?

Remember that people with disabilities may be dealing with sensory, mobility, cognitive, mental health or other medical issues.

**ASK THE QUESTION:** If I had a disability, how would this work for me? What would need to change so I could fully participate on an equal footing with others?

Creating an inclusive workplace is all about changing our perspective!
How Do I Create an Inclusive Workplace Policy?

**STEP 3 Exploring New Concepts**

**HUMAN CENTERED DESIGN** is a creative approach to problem-solving that seeks out and applies knowledge of the people for whom you are designing. Focusing on the end users, this method produces outcomes and outputs aimed at reducing systemic barriers while increasing inclusion and engagement.

**UNIVERSAL DESIGN** is an architectural accessibility term originally intended to describe buildings and public spaces. Today, universal design seeks to make products, environments and systems usable by all people to the greatest extent possible without the need for adaptation (i.e., design with human diversity, social inclusion and equality in mind).

**GROWTH MINDSETS** is the belief that talent can be developed, learning is constant and improvement can be continuous, as opposed to regarding talent, intelligence and qualifications as fixed attributes required on the very first day of employment. For example, consider your company’s last job posting and the various qualities and credentials that applicants were expected to have prior to being interviewed. Although some aspects of “fixed mindsets” are legitimate and necessary, understanding growth in terms of personal potential will expand the pool of candidates from which you can select the best person for the job.

**PLEASE NOTE!** In terms of use and implementation, none of these concepts require professional expertise in order to create an inclusive workplace. Familiarity with the appropriate mindset and a willingness to embrace it are all that are needed.

**STEP 4 Leveraging Existing Skills**

An employer’s willingness to improve work conditions for all employees is the most important factor in creating change and moving toward diversity and inclusion.

Implement changes in small and simple ways. Review all internal processes and protocols in order to remove barriers to employment.

Here are some examples of fostering accessibility during the hiring process:

**1. RECRUITMENT**

On the application form, ask if candidates would prefer to be contacted by phone, email, VRS (Video Relay Service), etc. (Read more in Tool #4.)

**2. INTERVIEW**

When contacting candidates for interviews:

a. Provide a description of the interview location.
b. Ensure that the location is fully accessible.
c. Define the interview style.
d. Ask whether candidates will need any accommodations for the interview.
e. Let candidates know that they may bring support persons to accompany them to the interview. (Read more in Tool #5.)

**3. SELECTION**

a. Determine essential/critical skills and job requirements prior to the interview.
b. Be prepared to acknowledge that making accommodations brings value added when selecting the right person for the job. (Read more in Tools #4 and #5.)

**4. HIRING AND RETENTION**

Develop an accommodation policy addressing ongoing employment accessibility and promoting an inclusive workplace. (Read more in Tool #6.)
Universal Design

UNIVERSAL DESIGN (U.D.) is the design of products, environments, programs and services to be usable by all people without the need for adaptation. Much more than a barrier-free design, U.D. is based on accommodating the diversity of human characteristics within the population as a whole.

FLEXIBILITY is a MAJOR principle of UNIVERSAL DESIGN

- How work is performed (e.g., allowing cashiers to sit or stand)
- When work is performed (e.g., flexible scheduling, compressed work week)
- Where work is performed (e.g., remote work locations)

DESIGN FOR EVERYONE

Employers should strive to incorporate U.D. principles as much as possible to make work environments accessible, inclusive and productive.

U.D. aims to increase workplace well-being and engagement for everyone.
Universal Design

U.D. is an ongoing process that builds adaptive, resilient, and inclusive workplaces.

- Physical accessibility: ramps, ergonomics, work stations
- Systemic accessibility: workplace accommodation policies, protocols, flexibilities
- Leadership/interactional competencies: cultural agility, emotional intelligence
- Work culture accessibility: inclusiveness, employee well-being, employee resource groups

Applications in the workplace

Implementation of the National Standard on Psychological Health and Safety in the Workplace is linked to Canadian accessibility legislation. This Standard increases workplace well-being and engagement for all workers.

Applying U.D. principles makes workplaces more inclusive. Applying these principles on behalf of ALL EMPLOYEES fosters innovation and builds business capacity. Systematically inclusive workplaces yield more benefits than simply including people with disabilities.

Some have been working with us for many years, I want to tell people how successful it is and how good it is for the community and the rest of the staff in general.

- Jeff Mierins
  Owner, Dow Honda
Tool #9: Customized Employment

Increasing Efficiency through Job Customization

Learn about the process of job customization from the point of view of the employee and that of the employer.

What is Job Customization .......................................................... 64
Job Customization Process ......................................................... 65
Success Stories: Customized Employment ................................. 66
What is Job Customization

Job customization, sometimes called job carving, is a term for customizing job duties. It is a way of combining tasks from different jobs to increase employee productivity while capitalizing on the skills and strengths of workers who identify as having disabilities. Job carving is all about creating a new position by freeing specialized employees from having to perform unspecialized tasks.

Why implement job customization?
To increase specialized employees’ productive time, enhancing company profitability and service delivery.

How does job customization work?
Both the employer and the service provider work together to identify opportunities to increase the company’s service offering and profitability.

SERVICE PROVIDER’S PERSPECTIVE
The service provider looks for job tasks within a workplace designed to match the needs, capacities, skills, abilities and aptitudes of a potential new employee who identifies as having a disability.

EMPLOYER’S PERSPECTIVE
The employer identifies non-specialized tasks performed by specialized employees in order to create a new and meaningful position that can be filled by another person.

NEW EMPLOYEE’S PERSPECTIVE
A newly tailored job description that fits a potential employee’s skills and strengths has been created. It gives a job seeker with a disability the opportunity to contribute according to his or her capacities.

JOB CARVING - JOB CUSTOMISATION - CUSTOMIZED EMPLOYMENT
Customized employment is an interest-based evaluation of the business’s needs and the job seeker’s skills and ability to meet those needs. Customization is meant to be a win-win solution. It works best when a newly created position helps various specialized workers. Successful job carving brings mutual benefits to the employer and the job seeker.

EMPLOYERS’ BENEFITS

- Increase current workforce effectiveness and efficiency
- Fill gaps in the current workforce
- Reduce costly or inefficient temporary help and overtime wages
- Increase customer satisfaction

When Existing Jobs Don’t Fit: A Guide to Job Creation, Institute for Community Inclusion, Collen Condon et al., Boston USA.
Customized employment maximizes workflow and workplace efficiency. Most employers already use some of these strategies by providing accommodations and work assignments to benefit from their workers’ strengths, aptitudes, and capacities. **Job customization is an extension of employers’ existing skills and capacity to increase a company’s productivity, profitability, and performance.**
Success Stories: Customized Employment

Filing Assistant

**Business:** Egg producer

**Business’s contact person:** HR manager, representing the employer

**Organizational need:** The accountant is highly skilled and is a valuable employee. However, she is terrible at organization. Many files are stacked and scattered throughout the office. She seems to be getting up from her desk frequently and sorting anxiously through stacks to find needed files.

**A service provider** visits this business and identifies the potential for a customized employment opportunity.

**The employer recognizes** that a filing assistant position would provide support to the accountant and would most likely increase her productivity.

**The employer identifies** a specific set of non-essential tasks performed by the specialized worker (accountant) to be reallocated to a customized position (filing assistant). These steps would create a new position and meet the company’s organizational needs.

**The employer finds the right person** by arranging a **working interview**, during which a candidate with a disability is able to demonstrate her ability to file documents for the accountant. Although the candidate is not a proficient reader, she knows the alphabet backwards and forwards and has the needed skills to file adequately.

**The employer explores further opportunities** to increase the service level and offers the same type of support to other specialized employees.

**The new employee’s** workplace integration requires minimal service provider support.

**BUSINESS RESULTS AND RETURN ON INVESTMENT:**

1. The accountant’s productivity increased as invoices were processed much more efficiently, and payments were received much sooner.

2. The new employee is now working five days a week as an assistant to other specialized workers.

In collaboration with Community Futures of the South Fraser, Chilliwack, BC
Success Stories: Customized Employment

Welder’s Assistant

Business: Local small welding shop
Business’s contact person: Owner
Organizational need: Because specialized workers spend on average 30 minutes of their shift time to clean up work stations, store equipment, and refill supplies, there is a need to increase specialized workers’ productive time.

Service provider identifies the potential for customized employment opportunity.

Employer identifies a specific set of non-essential tasks from the specialized worker (welder) to be reallocated to a customized position (cleaner) and creates a new position to meet its organizational needs.

Employer recognizes that the “end of shift” cleaning task load of the specialized worker impedes on productive time.

New employee’s workplace integration support is minimal.

BUSINESS RESULTS and RETURN ON INVESTMENT:

1. Welders are able to perform their essential tasks for their entire duration of their shift, thus increasing specialized workers’ productive time.
2. Employer’s overtime costs are drastically reduced.
3. New employee with disabilities obtains stable and significant employment.

In collaboration with New Brunswick Employer Support Services, CCRW, Moncton, NB.
The biggest thing I’ve learned is I look through the disability. I don’t see it.

- Paul Fortier
  Operations Manager, Canadian Wildlife Federation
Tool #10: Be Part of the Change

Being Part of the Change

Strategies to become an Inclusive Canadian Employer! An inclusive employer cares about and is active in establishing an atmosphere of diversity and inclusion among staff. An inclusive employer shows willingness to provide the support, tools, and flexibility that a worker needs to perform his or her job to the best of his or her ability.

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Innovation in Recruiting: The Working Interview.................................71
Disability Awareness Training.................................................................73

HireForTalent.ca
Becoming an Inclusive Canadian Citizen

All the tools in the HIRE for TALENT Toolkit aim to:

- Increase Canadian Employers’ confidence in hiring people with disabilities
- Engage employers in:
  - Developing inclusive and accessible workplace environments
  - Fostering acceptance of diversity in the workplace and in society in general

Challenging the Myths: Be an agent of change.
Take part in this new experience!

- Understanding children’s curiosity about disabilities and people who have them.
- Speaking up when negative words or phrases are used about disabilities.
- Understanding the need for accessible parking and reserving it for those who need it.
- Encouraging people with disabilities to take part in community activities by using accessible meeting and event sites.
- Advocating for barrier-free environments.
- Writing producers and editors notes of support whenever they portray someone with a disability as a “regular person” in the media.
- Accepting people with disabilities as individuals with the same needs and feelings as those without disabilities and hiring qualified people with disabilities whenever possible.

Adapted from Disability Unit: Resources for People with Disabilities. Myths and Facts about People with Disabilities. Extracted from the website http://www.cput.ac.za/blogs/disability/?s=myth+13&submit=Search. 2015
Innovation in Recruiting: The Working Interview

What Is a Working Interview?

A working interview provides an opportunity for a potential employee to perform job tasks in order to prove his or her job skills to a potential employer.

This demonstration of the candidate’s capabilities allows the employer to assess the candidate’s skills based on his or her ability to complete tasks in accordance with the employer’s requirements.

The working interview is part of a carefully planned process and it can last anywhere from one to four hours, depending on the number of tasks that are being assessed.

Conditions for a Successful Work Interview:

• The Complete details of the working interview are fully explained to the candidate.

• The candidate is provided with a site orientation prior to the interview.

• An informal Meet and Greet is arranged during which the candidate receives instructions on how to begin and complete the essential task(s).

• The service provider accompanies the candidate in order to offer support, to validate the process and to provide documentation.

Keep an open mind. Remember that the candidate is attempting to complete the tasks having received minimal training.
Innovation in Recruiting: The Working Interview

Why Use a Working Interview?

The working interview is a valuable innovative tool, especially when assessing candidates with disabilities whose resumes may not completely reflect their skills and abilities.

The working interview is valuable in assessing the skill levels of all potential employees.

Setting up a Successful Working Interview:

- The service provider and employer conduct a site analysis to review the work requirements.
- The service provider matches task analysis with potential employees with disabilities.
- The service provider ensures that the needed work adjustments are available before the working interview takes place.
- Company staff is informed and is on hand to help candidate through the working interview, as would regular employees help one another.
- The employer plans for a feedback meeting to take place after the working interview.
- The service provider brings the unpaid work experience agreement that provides proper insurance coverage during the working interview.

In collaboration with OPEN DOOR GROUP, BC
Micro-Learning Workshop: Disability Awareness Training

Be proactive in creating an inclusive workplace.

Improve your employee’s disability awareness with the HIRE for TALENT Micro-Learning Workshop. (Refer to Terms of Service on HireForTalent.ca)

How to accomplish this?

**DEFINE**
1. Choose a tool from the HIRE for TALENT Toolkit, and read it twice. (Yes, please read it twice.)
2. Decide on a place and time for the session. Try to imagine how the training will proceed.
3. Identify and list all stakeholders (e.g., employees, suppliers, customers, managers.)

**PLAN**
4. Estimate the number of participants available for training.
5. Prepare workshop content (sequence of activities: see example below).

**IMPLEMENT**
6. Invite employees, and have them confirm their attendance.
7. Prepare materials for the participants, and organize the training room.
8. Deliver interactive training based on your objectives.
9. Survey the participants.

Disability awareness training will bring participants to sustain inclusive and diversified workplaces.
Micro-Learning Workshop #1: What is Disability?

[Duration: 60 minutes]

**NOTE:** Awareness Disability Training in the workplace gains from the participation of all employees.

1. [5 min.] Welcome the employee-learners, give credit to collaborators, provide a brief workshop overview.

2. [15 min.] Quiz #1 from “What is a Disability?” Each participant gets a copy. In some instances, you may want to read out loud each question. Share this task with volunteers. Allow employees time to answer the questions, individually or in pairs.

3. [Optional 10 min.] Ask participants if they were surprised by any of the questions or had difficulty answering any of them. If you chose this strategy, encourage discussions about each question, but don’t give out the answers right away!

4. [10 min.] Share good answers. Read each question out loud and provide answers: Observe reactions, answer questions, and encourage discussion around each issue. (At any time, you can say: “OK, that’s good. Let’s move on to the next question, shall we?”)

5. [15 min.] Info-sheet for Quiz #1: Choose the first of the info-sheets. You and volunteers read out different sections of the info-sheet, and participants share their thoughts.

6. [15 min.] Survey participants and conduct a “reflective sharing process” (RSP): Ask the employee-learners to share their experiences. Say, “Would someone like to share a 1-2 minute testimonial about Inclusion and diversity?” or “What was the most illuminating thing about this information?”

**TIP #1:** If you have more questions than answers, consider this is to be very positive. It shows that your participants are interested and that there is much knowledge to be gained. It also increases the probability that you will have other workshops!

**TIP #2:** Repeat this process using Quiz #2 and Quiz #3.

**TIP #3:** Use the Challenge questions for each tool of the HIRE for TALENT Toolkit to engage employees in a discussion about Disability Awareness in the workplace. You can find these questions and the answer key in the following pages of the Employer Toolkit condensed version.
## Challenge Questions

### The Benefits of Hiring People with Disabilities (Tool #1)

<table>
<thead>
<tr>
<th></th>
<th>True or False</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Companies employing people with disabilities notice an improvement in employee morale and productivity.</td>
</tr>
<tr>
<td>2</td>
<td>On average, people with disabilities have higher education levels of high school, trade school or college, than people without disabilities.</td>
</tr>
<tr>
<td>3</td>
<td>Including people with disabilities in the workplace can improve a company’s reputation and public image.</td>
</tr>
<tr>
<td>4</td>
<td>Overwhelmingly, customers would prefer to do business with companies that hire individuals with disabilities.</td>
</tr>
</tbody>
</table>

### Recruiting the Best Available Talent (Tool #4)

<table>
<thead>
<tr>
<th></th>
<th>True or False</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>An employer must consider for employment all applicants who can perform the essential job functions, whether or not they have disabilities.</td>
</tr>
<tr>
<td>2</td>
<td>An inclusive job posting always contains a statement about diversity and inclusion.</td>
</tr>
<tr>
<td>3</td>
<td>Service providers are usually expensive and hard to find.</td>
</tr>
</tbody>
</table>
## Challenge Questions

### Conduct Successful Interviews (Tool #5)

<table>
<thead>
<tr>
<th>Question</th>
<th>True or False</th>
</tr>
</thead>
<tbody>
<tr>
<td>Which is proper to say?</td>
<td></td>
</tr>
<tr>
<td>A) A person with a visual impairment</td>
<td></td>
</tr>
<tr>
<td>B) A visually impaired person</td>
<td></td>
</tr>
</tbody>
</table>

| Which is proper to say?                                                  | True or False |
| A) A person with a visual impairment                                    |               |
| B) A visually impaired person                                            |               |

| It is OK to pet a service animal.                                        |               |

| People with disabilities always need help.                              |               |

| People who are completely deaf usually lip read.                        |               |

| During an interview, it is ok for an employer to ask a person about his or her disability. |               |

### Hiring with Efficiency (Tool #6)

<table>
<thead>
<tr>
<th>Question</th>
<th>True or False</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inclusive employers tend to focus on workers’ performance and capabilities, not on disabilities.</td>
<td></td>
</tr>
</tbody>
</table>

| Disabilities result from barriers that hinder a person’s full participation in society on an equal basis with others. |               |

| From the following list, what are two “orientation and onboarding best practices” for new employees, including those with disabilities? | Multiple Choice |
| A) Talk to your staff about how to greet and communicate with persons with disabilities. |               |
| B) Provide a quiet room for new employees to read all the pertinent documentation. |               |
| C) Explain the break policy and show new employees where the lunchroom and restrooms are located. |               |
| D) Gather all employees together to meet the new employee. |               |
Challenge Questions

Maintaining Successful Employment (Tool #7)

1. Employee training is a valuable strategy in maintaining successful employment. Which characteristic best describes workplace training?
   - A) Workplace safety depends on training.
   - B) Service providers will train all employees.
   - C) Workplace training is linked to employee satisfaction.

2. Productivity influences a company’s bottom line. What should an employer consider doing to boost employee performance?
   - A) Immediately fire all unproductive employees.
   - B) Communicate company goals and standards to all employees.
   - C) Redesign most jobs to accommodate employees’ specific skills.

3. Teamwork increases workplace efficiency. What tips for success can an employer use to increase employees’ capacity to collaborate?
   - A) Use posters to promote team spirit.
   - B) Create workplace conflicts to develop employees’ conflict resolution skills.
   - C) Give rewards to the best team player.

4. Communication is one of the most important components of a successful workplace. What clues should employers look for if there is a communication breakdown?
   - A) Something has affected an employee’s sensory abilities.
   - B) An employee has had a nervous breakdown.
   - C) An employee feels discouraged due to not meeting production targets.

5. Many factors can influence employee motivation. What situation could lead to an employee feeling less motivated?
   - A) The supervisor is unfair.
   - B) The employee’s life situation has recently changed.
   - C) The employee is naturally lazy.

6. Issues of diversity and inclusion are becoming more and more prevalent in the marketplace, due in part to legislation and greater awareness. Which piece of legislation governs workplace inclusion and diversity?
   - A) National Human Charter of LGBT Rights.
   - B) Employment Equity Act.
   - C) NATO Canadian Rights for all Humans Act.
Challenge Questions

Creating Inclusive Workplaces (Tool #8)

1. From this list, select two statements that best represent the benefits accruing to companies with inclusive workplaces:
   
   A) These companies have open door policies.
   B) These companies create healthier workplace cultures for all employees.
   C) These companies are better at attracting and retaining talent.
   D) These companies can hire more qualified employees.

2. To create inclusive workplaces, employers must grasp the meaning of related concepts such as inclusion, diversity, accessibility and universal design. From the following list, select the most appropriate next step in creating an inclusive workplace:
   
   A) Contact an architect or contractor to assess necessary workplace adjustments
   B) Assess the existing workplace in terms of accessibility and policy
   C) Research the benefits of inclusive workplaces
   D) Survey employees to identify the most important and urgent accommodations and adjustments

Increasing Efficiency through Job Customization (Tool #9)

1. Job carving or job customization is a way of combining tasks from different jobs to increase specialized workers’ production while capitalizing on the skills of workers who identify as having disabilities.

2. An employer willing to modify work assignments to increase productivity, profitability and performance to fit workers’ strengths, aptitudes and capacities is using job customization strategies.
### Quiz #1: Find out How Much You Know

<table>
<thead>
<tr>
<th>About Disabilities:</th>
<th>True or False</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Generally, a person who is blind has a sixth sense.</td>
<td></td>
</tr>
<tr>
<td>2. People with disabilities can have normal functioning lives.</td>
<td></td>
</tr>
<tr>
<td>3. A disability refers to an individual’s limited capacity to function, without accommodation, within the usual standards of a group.</td>
<td></td>
</tr>
<tr>
<td>4. Some disabilities may be hidden and not immediately apparent to others. These disabilities are known as “invisible disabilities.”</td>
<td></td>
</tr>
<tr>
<td>5. Most disabilities are more or less the same.</td>
<td></td>
</tr>
<tr>
<td>6. Disabilities are always acquired at birth.</td>
<td></td>
</tr>
<tr>
<td>7. Every person with a disability needs an accommodation.</td>
<td></td>
</tr>
<tr>
<td>8. A person with hearing loss can use a phone.</td>
<td></td>
</tr>
<tr>
<td>9. It is impossible for a person with a visual impairment to use a computer.</td>
<td></td>
</tr>
<tr>
<td>10. Permanently injured workers have a right to return to work.</td>
<td></td>
</tr>
</tbody>
</table>
Quiz #2: Find out How Much You Know

About the Untapped Labour Pool:

<table>
<thead>
<tr>
<th>True or False</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Reliability, loyalty, and productivity are reported as common attributes of people with disabilities in the workforce.</td>
</tr>
<tr>
<td>2. On average, people with mild, moderate or severe disabilities have higher education levels (high school, trade school or college) than people without disabilities.</td>
</tr>
<tr>
<td>3. Most employers recognize that many company tasks can be performed by employees with disabilities.</td>
</tr>
<tr>
<td>4. Accommodations and assistive devices are always very expensive.</td>
</tr>
<tr>
<td>5. As an employer, I have an obligation to post inclusive job offers.</td>
</tr>
<tr>
<td>6. Most Canadian communities have service providers who can help employers recruit qualified candidates who have disabilities.</td>
</tr>
<tr>
<td>7. Service providers can assist an employer in interviewing candidates with disabilities.</td>
</tr>
<tr>
<td>8. Services are available to help employers make their workplaces more inclusive.</td>
</tr>
<tr>
<td>9. Services are available to help employers be more accommodating to workers with disabilities.</td>
</tr>
<tr>
<td>10. Employers can access funding for assistive devices for workers with disabilities.</td>
</tr>
</tbody>
</table>
Quiz #3: Find out How Much You Know

<table>
<thead>
<tr>
<th>About Managing Employees with Disabilities</th>
<th>True or False</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. A worker with a disability needs more supervision than other employees.</td>
<td></td>
</tr>
<tr>
<td>2. A worker with a disability needs more days off than other employees.</td>
<td></td>
</tr>
<tr>
<td>3. Turnover rates for workers with disabilities are lower than turnover rates for typically able employees.</td>
<td></td>
</tr>
<tr>
<td>4. A worker with a disability has a positive impact on a company’s image.</td>
<td></td>
</tr>
<tr>
<td>5. A worker with a disability is at higher risk of having a work-related accident.</td>
<td></td>
</tr>
<tr>
<td>6. An employer’s health premiums will increase when hiring a person with a disability.</td>
<td></td>
</tr>
<tr>
<td>7. Workers with disabilities always need accommodations that are difficult or costly to implement in a workplace.</td>
<td></td>
</tr>
<tr>
<td>8. It is virtually impossible to discipline or dismiss an employee with a disability.</td>
<td></td>
</tr>
<tr>
<td>9. It is acceptable to ask about a person’s disability in an interview.</td>
<td></td>
</tr>
<tr>
<td>10. During an interview, it is appropriate to ask a candidate if they can fulfill the job requirements.</td>
<td></td>
</tr>
</tbody>
</table>
Challenge Questions: Answer Key

CHALLENGE: The Benefits of Hiring People with Disabilities (Tool #1)

Q/A:
1 - True; Workplace inclusion is good for business
2 - True; The untapped labour pool provides skilled staffing solutions
3 - True; 98% of 803 respondents were satisfied or very satisfied with services received
4 - True; 87% of 803 respondents specifically agree

CHALLENGE: Recruiting the Best Available Talent (Tool #4)

Q/A:
1 - True; An employer may not disqualify a person from employment if he or she cannot perform certain non-essential job functions.
2 - True; Inclusive job postings state the company’s commitment to equal employment opportunity
3 – False; Recognized organizations provide employment services at no charge, e.g. job coaches, job developers and employment support.

CHALLENGE: Conduct Successful Interviews (Tool #5)

Q/A:
1 – (A); Words do matter. Put the person first. It is proper to say: A person with a visual impairment.
2 – False; Do not touch a service animal without permission. The animal may be adorable, but it is on the job.
3 – False; Always ask the person before offering help. Pushing a door open from behind or unexpectedly opening a door may cause a person with a mobility issue to fall.
4 – False; People who are completely deaf usually use sign language. Sign language is an entirely different language from English.
5 – False; Employers cannot ask an applicant any questions relating to the existence, nature or severity of a disability, including visible or non-visible disabilities.

CHALLENGE: Hiring with Efficiency (Tool #6)

1 – True
2 – True
3 – (A), (C)
Challenge Questions: Answer Key

**CHALLENGE: Maintaining Successful Employment (Tool #7)**

1 – (C)
2 – (B)
3 – (A)
4 – (A)
5 – (B)
6 – (B)

**CHALLENGE: Creating Inclusive Workplaces (Tool #8)**

1 – (B), (C)
2 – (B)
3 – True

**CHALLENGE: Increasing Efficiency through Job Customization (Tool #9)**

1 – T; Job customization is a strategy designed to increase workforce effectiveness.
2 – T; The job customization process reallocates specialized workers’ tasks to a customized job position.
Find out How Much You Know: Answer Key

Quiz #1: Find out How Much You Know about Disabilities

Q/A: 1-F; 2-T; 3-T; 4-T; 5-F; 6-F; 7-F; 8-T; 9-F 10-T;

Consult info cards:
2.4 Learning about Disabilities
2.5 Understanding Disability
2.6 Understanding Accommodations
2.7 Understanding Costs of Accommodations
3.1 Employers’ Legal Responsibilities

Quiz #2: Find out How Much You Know about the Untapped Labour Pool

Q/A: 1-T; 2-T; 3-T; 4-F; 5-F; 6-T; 7-T; 8-T; 9-T; 10-T

Consult info cards:
1.1 Productivity and Business Advantages
1.2 The Untapped Labour Pool
1.4 Employer Survey
2.7 Understanding Costs of Accommodations
4.3 Writing an Inclusive Job Posting
4.4 Types of Services
6.1 Employer Intentions and Best Practices
7.3 Teamwork Strategies and Effective Workplaces

Quiz #3: Find out How Much You Know about Managing Employees With Disabilities

Q/A: 1-F; 2-F; 3-T; 4-T; 5-F; 6-F; 7-F; 8-F; 9-F; 10-T: This is true but only if the interviewer has thoroughly described the job.

Consult info cards:
1.1 Productivity and Business Advantages
1.3 Company Image
2.7 Understanding Costs of Accommodations
5.4 Legal Interview Questions
5.5 Taking Steps to Inclusion
6.2 Basic Employee Orientation and Onboarding Checklist