

Why Hire *People* WITH Disabilities?

Support for Employers



Made possible with funding and in-kind support from:



KCDS Kootenay
Career
Development
Society

#203 – 514 Vernon St.
Nelson, BC V1L 4E7
250-352-6200 1-877-952-6200
www.kcds.ca

Introduction and Acknowledgements

Welcome to “Why Hire People with Disabilities? Support for Employers”. This Guide is meant as a starting point for employers who are looking to bring diversity to their workforce. It will provide you with:

- Practical ideas and guidelines for hiring people with disabilities
- The benefits for you as an employer, in having a diverse workforce
- Tools for training and/or development of job-specific training plans
- Canadian and local (Nelson & area) resources to support you and assist you with recruiting, hiring, training and accommodating employees with disabilities in your workplace

The information has been gathered from a variety of sources as well as experience based on many years working in the field of employment and people with disabilities. There is a multitude of great information and sources “out there”, and this guide attempts to gather key points into one document.

This project was made possible by the 2010 Legacy Funds – Measuring Up funding that was designated to assist communities in becoming more accessible to persons who live with a disability. The local Measuring Up Committee designated employment for persons with a disability as a priority in the Nelson area.

I extend my gratitude to the Nelson Measuring Up Committee who selected Kootenay Career Development Society to research and write this Support/Guide for Employers. Thank-you also to Kootenay Career Development Society who has matched the Measuring Up funding with in-kind resources, without which this project would not have come to fruition.

Beth Hargreaves
Employment & Assistance Services Manager
Kootenay Career Development Society



Table of Contents

Introduction and Acknowledgements.....	2
Table of Contents.....	3
Why Hire Persons with Disabilities.....	4
Definition of Disability.....	6
Demographics.....	7
Labour Force Attachment.....	8
Canadian Employment Equity Law.....	9
Employment Solutions.....	10
Disclosure and Privacy.....	11
Communication.....	12
Recruiting.....	13
Locating Local Labour.....	14
Job Descriptions.....	17
Advertising.....	18
Interviewing.....	19
Employee Training.....	20
In-house and external supports.....	20
Mentoring.....	21
Job Accommodations.....	22
Training Tools.....	28
Job Analysis.....	28
Training Objectives.....	28
Task Analysis.....	29
Retention.....	30
Employer's concerns.....	32
Summary.....	33
Appendix 1 - Job Analysis Example.....	35
Appendix 2 - Training Objectives Form.....	43
Appendix 3 - Task Analysis Example and Blank Form.....	46
References.....	50
End Notes.....	51

Why hire people with disabilities?

Employers are looking for solutions and improvements to their workforce including:

- Hiring practices
- Employee retention
- Widening their choices for hiring
- Their difficulties in hiring and keeping employees, we encourage employers to explore the option of hiring non-traditional employees.

People with disabilities:

- Are a group of under-utilized, well educated and experienced potential employees
- Want to join/rejoin the labour force and
- Are eager to work

A Success Story

David lives with Schizophrenia. He was diagnosed in early adulthood and his mental health has stabilized with the help of medication. He was ready to re-enter the workforce when he booked an appointment to see an employment counselor. He wanted to be employed as a delivery-truck driver.

David had many skills, but had been out of the workforce for a number of years. David and his employment counselor worked together to secure a volunteer position that would allow him to further develop his skills; at the same time David was continuing his job search.

After 4 weeks of volunteering, David secured a part-time position at a local water-bottling warehouse. He worked at that part-time position for a few months and based on his accurate and thorough work ethic, was offered a full-time position at the warehouse. David accepted.

Over the course of the next year, David became a valuable employee and when there was an job opening as a delivery driver, at a higher wage, David accepted.

He continued working for this company for approximately 2 years, at which time he applied for and was hired as a full-time courier driver. He can be seen now completing his deliveries throughout the Region.

Support for Employers – Hiring People with Disabilities

“ I have found that my employees with disabilities are very committed to their work and loyal to me as an employer. They take great pride in the work they do and gain tremendous satisfaction from a job well done.”

Nelson employer

TWO simple reasons to hire persons with disabilities:

Economic Benefits	Human Benefits
<p>Higher Retention Rate</p> <ul style="list-style-type: none"> ➤ A study completed by Pizza Hut (US) showed that retention rates for employees with disabilities were 22% higher than the average for all employees.ⁱ This results in cost savings in hiring, training and increases productivity and employee morale. <p>Maintaining Company’s Competitive Edge</p> <ul style="list-style-type: none"> ➤ A study of DuPont’s employees with disabilities (1991) indicated that the percentage of those rated average or above was: <ul style="list-style-type: none"> 97% in safety 86% in attendance 90% in performance of job dutiesⁱⁱ <p>Increased Revenue for your Business</p> <ul style="list-style-type: none"> ➤ The study completed by Pizza Hut indicated that 1 in 10 of its customers had a family member with a disability. “The act of employing more workers with disabilities improved sales and customer loyalty.”ⁱⁱⁱ <p>Community</p> <ul style="list-style-type: none"> ➤ More consumer spending – “Persons with disabilities....their buying power is now estimated to be about \$25 billion(CAD).^{iv} 	<p>Your Business</p> <ul style="list-style-type: none"> ➤ A diverse workforce brings creative and innovative ideas to your business – new perspectives = new energy <p>Your Employee</p> <ul style="list-style-type: none"> ➤ The opportunity to network and connect with co-workers – the employee is able to develop stronger ties to their community. ➤ The opportunity to gain more financial independence. ➤ The opportunity to utilize and build onto existing skills and training. ➤ An increase in the individual’s self-worth as they are recognized as contributing members of society. <p>Co-workers</p> <ul style="list-style-type: none"> ➤ Studies show a corresponding increase in “morale, teamwork and employee satisfaction that correlates with better product and service quality”^v when a person with a disability is hired. <p>Society</p> <ul style="list-style-type: none"> ➤ Fewer people accessing government social programs ➤ More consumer dollars flowing back into your community – the more \$\$ people have, the more \$\$ they spend. ➤ Development of an inclusive society where ALL people can contribute.

Definition of Disability

“In B.C. the characterization of a specific problem or condition will depend on facts and circumstances of each case. In general the concept of disability for human rights purposes indicates a physiological state that is involuntary, has some degree of permanence, and impairs the person’s ability, in some measure, to carry out the normal functions of life.”

http://www.cupe.bc.ca/files/definition_of_disability_for_human_rights_purposes_nov_06.pdf

Definition of disability for Human Rights Purposes, CUPE, Nov 2006

Normal functions of life covers a broad spectrum of activities including but not limited to thinking, processing information, seeing, hearing, eating, and walking. The manifestations and degrees of manifestations are as varied as stars in the sky. A person’s limitations in one area does not necessarily affect other areas of the person’s life.

There are the more “visible” disabilities – those that are easily seen: Down’s Syndrome, Cerebral Palsy, developmental disability, and someone in a wheelchair. Although these disabilities are more easily seen, the variations in the manifestation of each of these are as different as the people who live with them.

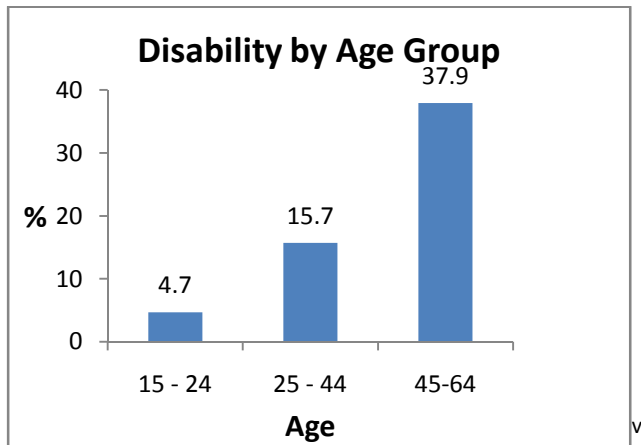
There are also the “invisible” disabilities – those not seen by the eye, but still affecting the individual: non-visible disabilities include learning disability, chronic fatigue syndrome, arthritis, brain injury; episodic disabilities include epilepsy, environmental sensitivities; and disabilities where recovery or partial-recovery has happened – strokes, heart attacks.

It is important to remember that each person’s strengths, abilities and needs are individual, however when considering hiring someone with a disability, there are some strategies that can be applied and utilized in a variety of situations.

The following support guide is designed to assist you in hiring and training the right person with a disability for the right job.

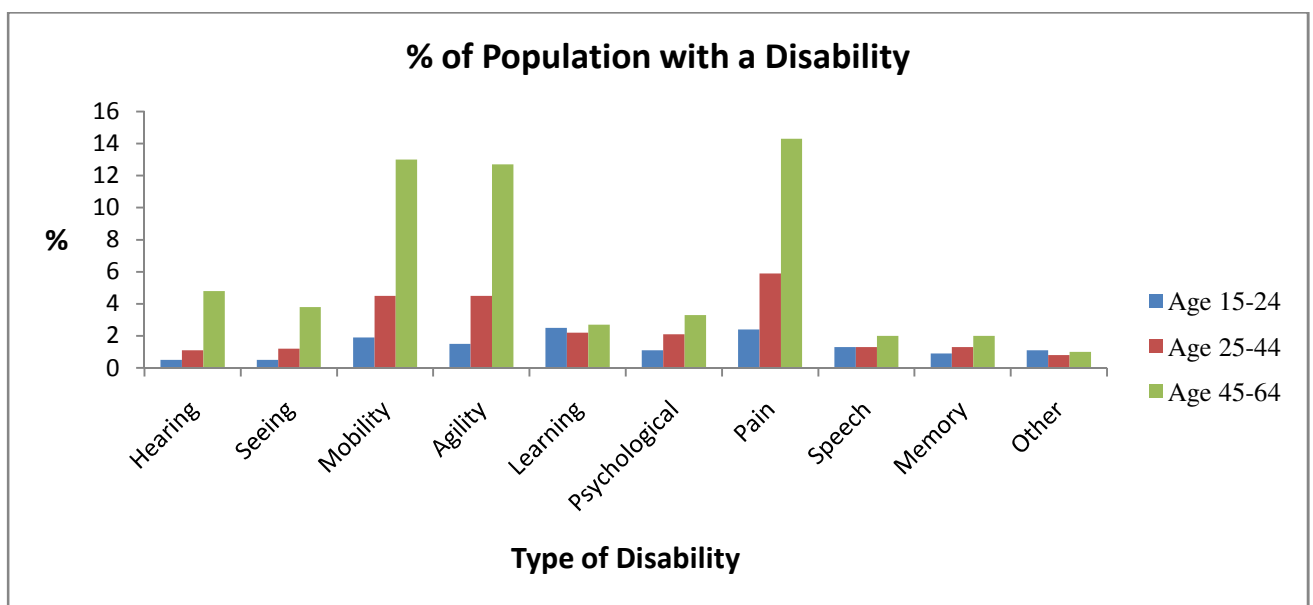
Overview of demographic – Persons with disabilities

As a follow up to the Census in 2006, Statistics Canada conducted a follow-up with persons who identified themselves as having limitations due to physical or mental condition or health issue. This is the first time that the three territories were included in this survey.



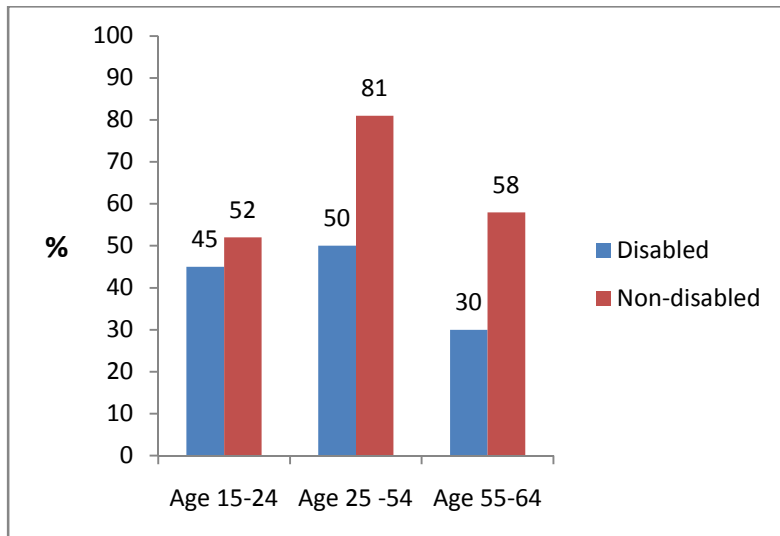
As the labour force continues to age, the disabled work force will continue to grow.

As expected, the possibility of having a disability increases with age. During childhood, one of the most prevalent disabilities is a learning disability but that number stays relatively stable over the lifespan. As people age, other health issues surface as a result of general wear on the body and accidents. As you can see on the following graph, not only do the numbers of disabilities increase over the age span, so does the prevalence of certain types of disabilities.



vii

Labour Force Attachment



“Labour market outcome comparisons between the disabled and non-disabled show only small discrepancies among the young but towards the end of a worklife, those with disabilities are half as likely to have a job as those without disabilities”

Stats Canada 2001 PALS

Clearly, this demographic is an under-utilized group in the labour force. Because most of those aged 25 – 64 acquired their disability after the age of 25, many will have completed their education prior to becoming disabled.

“The proportion of the disabled population with a post-secondary credential is 52%, only 7 percentage points lower than the 59% reported by the non-disabled.”

Earnings and Employment Trends Dec 2003 – BC Stats

“Research....has shown that people with both low incomes and disabilities face even greater barriers to taking part in the social, economic and community activities most Canadians take for granted.”^{viii}

Canadian Employment Equity Laws

EMPLOYMENT EQUITY

Employer Obligations

Employer's duty

Every employer shall implement employment equity by

- (a) identifying and eliminating employment barriers against persons in designated groups that result from the employer's employment systems, policies and practices that are not authorized by law; and
- (b) instituting such positive policies and practices and making such reasonable accommodations as will ensure that persons in designated groups achieve a degree of representation in each occupational group in the employer's workforce that reflects their representation in
 - (i) the Canadian workforce, or
 - (ii) those segments of the Canadian workforce that are identifiable by qualification, eligibility or geography and from which the employer may reasonably be expected to draw employees.

Employer not required to take certain measures

The obligation to implement employment equity does not require an employer

- (a) to take a particular measure to implement employment equity where the taking of that measure would cause undue hardship to the employer;
- (b) to hire or promote persons who do not meet the essential qualifications for the work to be performed;
- (c) with respect to the public sector, to hire or promote persons without basing the hiring or promotion on merit in cases where the *Public Service Employment Act* requires that hiring or promotion be based on merit; or
- (d) to create new positions in its workforce.

Self-identification

(2) Only those employees who identify themselves to an employer, or agree to be identified by an employer, as aboriginal peoples, members of visible minorities or persons with disabilities are to be counted as members of those designated groups for the purposes of implementing employment equity.

Employment Equity Act (1995, c. 44)

Employment Solutions

When considering hiring a person with a disability, there are also options:

- The Traditional Method where the person with the disability takes on an established position in your organization. Training is modified to meet the individual's learning needs eg. Job coaching, mentorship etc.
- Job Carving is another method where the person with the disability has a job that was specifically designed for them. For example duties that other employees do not have time to complete – returning phone calls, shredding confidential documents etc.

Job Carving can be highly effective as the tasks are specific, can be tailored to meet your employee's strengths and the person will be fulfilling an important role in your organization.

- Work From Home can be a great option for both the employer and the employee for specific types of jobs. For example follow-up quality control phone calls (for auto servicing & repair) works well as the employee can call from home in the evening when the customer is at home.

Whether you choose job carving, working from home or a traditional work placement, job coaching can be an effective tool for both you the employer and the new employee.

- Job Coaching is when someone who doesn't necessarily work for you, comes onto your jobsite and helps train your new employee. Job Coaches have expertise in working with people with a variety of abilities. Job Coaching is usually for a specified period of time during your employee's training period.

A Job Coach can:

- Assist with on-the-job training
- Assist with integration of the employee into the workplace
- Assist with recommendations for job accommodations
- Develop a training plan for your new employee
- Assist in the development of relationships on the jobsite
- Provide disability awareness workshops/education with your existing staff
- Provide follow-up support as required

It can be difficult for an employer to figure out where to access this support. Your best option is to contact Kootenay Career Development Society – they will have up-to-date information for you.

Disclosure

A job applicant is not required to disclose their disability to an employer during the hiring process unless the disability will affect his/her ability to perform the duties of the job.

For example:

- an applicant who lives with a learning disability is not required to disclose the learning disability unless reading is an important aspect of the job. IF reading is an important part of the job, the applicant is required to disclose.
- However, if the applicant lives with Fibromyalgia and is applying for the same job that requires reading, that applicant is not required to disclose their disability of Fibromyalgia.
- If that same applicant who lives with Fibromyalgia is applying for a different position that requires physical exertion and stamina, the applicant is required to disclose.

Disclosure is position and disability specific.

A job applicant may choose to disclose their disability even though it may not affect their ability to carry out the duties of the job. Some individuals prefer to “put all the cards on the table” either prior to or during the interview process.

Should the job applicant choose to disclose their disability and it will not affect their ability to carry out of the duties of the job, the employer cannot use this disclosure to deny the person an interview for the position or to deny the job itself.

Privacy

Once you have hired an individual with a disability, your duty as an employer is to treat the employee with the same respect for privacy as you use with all your other employees.

Remember, at the worksite, the only information required to pass on to the employee’s supervisor or HR management is what accommodations are required and/or how to support the new employee.

Communication

Communication can be a concern for employers and co-workers when advertising, interviewing, hiring, training and working with someone with a disability. As well, over a period of time, appropriate and acceptable language evolves and what may have been acceptable in 1995, may not be acceptable in 2009.

However, there are a few simple guidelines to follow:

- The term “disabled is an adjective, NOT a noun. So, that means you will say “ a person with a disability” instead of a disabled person, “a person with a visual impairment” instead of “the blind”.

*Speak to the person,
NOT the disability*

- Tools, accommodations and devices. The person is not defined by their adaptive device. So that means you will say “a person who uses a wheelchair” instead of “wheelchair bound”.

Always put the person first

- If you are experiencing difficulties in understanding what a person with a disability is saying, be sure to ask them to repeat what they are saying: “Can you please repeat what you said” or “I’m having difficulty understand what you’re saying, can you tell me more slowly this time?”

If you are unsure about what language to use when communicating, it is more than acceptable to ask the person!

It is important that you understand what the person is saying, otherwise you may miss an important detail

AND

the person with the disability will know that you don’t understand.

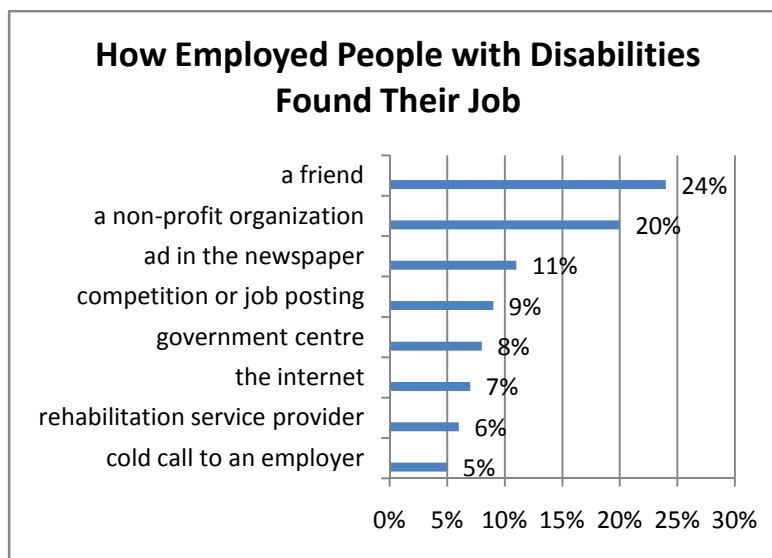
Recruiting

When an employer is seeking a diverse workforce, the recruiting strategies may need to be adjusted. People who live with a disability and are employed are able to provide us insight into recruiting techniques.

“Hiring is the pivot point between Recruitment and Retention”

*Jan Wright, KCDS
Nelson Area Human Resource Strategy*

In the Research Report **Neglected or Hidden: Connecting Employers and People with Disabilities in Canada**, the survey reported that people with disabilities were most likely to secure their employment full-time or part-time) through a friend or a non-profit service organization.



The more significant the disability, the higher the percentage was for people with disabilities who found their job via friends.^{ix}

“Though many employers clearly understand the benefits of an inclusive workplace culture, they report difficulty recruiting job candidates with disabilities.”

*The Conference Board of Canada
Tapping the Talents of People with Disabilities*

Interestingly, in the same study employers reported that they did not utilize these approaches (access through a non-profit organization, a friend or an ad in the newspaper) often in their *search for employees*. The employers indicated that they tend to utilize their website as a means of hiring yet only 7% of persons with disabilities utilize the internet in their job search.

This may be due to a variety of reasons including the inability for persons with disabilities an to access technology to pursue an on-line job search.

How can we bridge the gap between employer and job seeker?

a) Locating Local Labour

If employers (demand side) and people with disabilities (supply side) are going to connect, there may be a need for employers to look at alternate means of recruiting:

“Recruitment strategies work best when the supply side and the demand side of the labour market work together.”

Jan Wright

Kootenay Career Development Society

Nelson Area Human Resource Strategy

2007 - 2008

Resources in your Community – Network, Network, Network

- Community Employment Centre
 - One of the best ways for employers to find local labour is to connect with the employment centre in their city or region. Many communities have federally and provincially funded employment programs that assist people with disabilities to find employment. These organizations are a valuable resource for recruiting employees. They are able to assist you through job matching (finding the right person for the right job) and through expert advice for on-the-job training and job retention.

Your local (Nelson & area) employment centre is:

**Kootenay Career Development Society
#203 – 514 Vernon St.
Nelson, BC V1L 4E7
250-352-6200**

info@kcds.ca

- Kootenay Career Development Society has a database of individuals seeking employment, their past work experience and the type of work they are seeking. Employers can access this data base contacting KCDS.
- Some of these organizations also have access to resources and support people to assist you, the employer with the training of your new employee.
- If you live in a region outside of the catchment area for Nelson – follow this link to find your local Employment & Assistance Services (EAS) funded employment agency:
<http://www.labourmarketservices.gov.bc.ca/>
 - These services are available to any unemployed or underemployed (less than 20 hrs/wk) person entitled to work in Canada – including persons with self-disclosed disabilities
- For provincially funded employment programs, follow this link:
<http://www.hsd.gov.bc.ca/PUBLICAT/bcea/EPPD.htm>
 - These programs are available to individuals who meet the criteria of each separately funded program (e.g. a doctor-verified disability or a specified IQ etc.)
- Some employment centres also offer a resource centre for job seekers, job boards, access to job banks and on-line job boards. They tend to be a gathering place for those seeking employment, including people who live with disabilities. Tap into this resource.

Support for Employers – Hiring People with Disabilities

The Canadian Abilities Foundation's Research Report **Neglected or Hidden: Connecting Employers and People with Disabilities in Canada** cites on page 54:

Examples of specific hiring and recruitment initiatives that leading employers have adopted include:

Partnerships with central referral agencies – The employers want a one-stop shop rather than going from agency to agency. They are looking to hire people who have a set of skills, they are not shopping for a person with a disability.

Training Programs specifically targeting people with disabilities: These programs focus on injured workers who require retraining and people with disabilities who have limited work experience. These training programs involve both classroom work and worksite experience.

➤ Local Chamber of Commerce

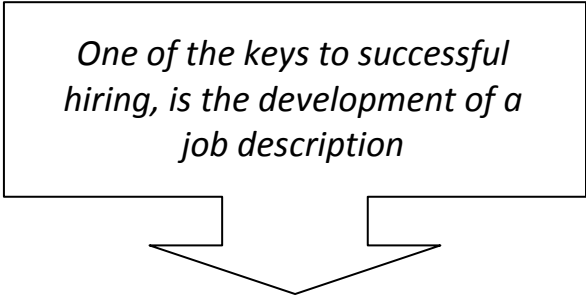
- Your local Chamber of Commerce may also be used as a great resource. The database of businesses in the area as well as non-profit societies may connect you with disability organizations and employment agencies that can assist you in recruiting people with disabilities.

➤ Disability Specific Organizations

- Communities often have Disability Specific Organization that can be a potential source for recruitment. These Organizations can also be a source of information for similar groups and they may be able to provide you with information about the specific disability, how it may manifest itself and the support needs of individuals who live with the disability. For example:
 - CNIB - Canadian National Institute for the Blind
 - West Kootenay Brain Injury Association
 - Community Living BC
 - People First
 - Mental Health Clubhouse
 - Multiple Sclerosis Society of BC to name only a few
- Different chapters of each organization may or may not have a presence in the community – and some organizations work on a regional level.

b) The Job Description

One of the keys to successful hiring, is the development of a job description



Employers want to hire the right person for the right job, whether it is someone with a disability or not. Once the employer has an accurate job description developed, he or she is able to advertise for specific skills.

To be successful in hiring a person with a disability, an accurate job description is extremely helpful. Developing a written job description helps the interviewer as it provides a template for comparing the skills and abilities of each applicant.

If you do not have job descriptions for your organization, it can be helpful to look at the National Occupation Classifications (NOC) for assistance.

The NOC is a comprehensive resource on occupational information in Canada. It highlights main duties and educational requirements for specific occupations.

<http://www5.hrsdc.gc.ca/NOC-CNP/app/index.aspx?lc=e>

Job Descriptions should answer key questions:

- What are the main duties of the job?
 - Core routines and episodic routines
 - Duties completed on daily, weekly, monthly basis?
- What skills, abilities and education are required?
- Is past experience critical or will training on the job being offered?
- Who will supervise the employee?
- Who will the employee work with?

“Good practice employers conduct careful analyses of jobs to ensure the requirements are appropriate.”

Tapping the Talents of People with Disabilities page 19
Conference Board of Canada

Support for Employers – Hiring People with Disabilities

If you require a “big picture” of the job, a job analysis can be helpful. See appendix 1 for an example that was modified from Marc Gold and Associates.

Remember, these are all ideas, you can develop a specific job analysis to fit your particular needs.

c) Advertising

- To ensure that you are going to reach the group of people that you want to hire, advertise in multiple places:
 - Kootenay Career Development Society’s (KCDS) job board.
 - KCDS employment counselor who is able to assist you in targeting a specific demographic. The employment counselor is also an expert in the art of “job matching” – matching a person’s skills and abilities to specific job requirements.
 - KCDS website www.kcds.ca
 - Advertise at your local college or university. Most post-secondary institutions have disability support services.
 - Traditional advertising – local newspapers etc.
- Make your advertising disability-friendly.
 - Does your advertisement include disability-friendly language?
 - Ensure that your company’s advertising and recruiting materials reflect diversity in your workforce (photos and illustrations).
 - For specific job advertising – does your advertisement indicate “equal opportunity employer?” or “our company is committed to diversity in our workforce” or similar wording? This creates a clear intent that people with disabilities should apply.
- Offer alternative ways to submit resumes.
- Remember to advertise for the skills you are looking for as well as diversity!

Don’t let your fears of the unknown present a barrier to the opportunity to hire a skilled employee

d) Interviewing

When reviewing resumes and cover letters it is important to remember that an applicant with a disability may not have had the same opportunity to develop skills through paid employment. You may notice that the individual has been involved in volunteer work and has developed their skills in that forum.

Remember to focus on the person's skills and abilities.

Pre-Interview

Prior to the interview, the job applicant may request an accommodation during the interview. An accommodation can be anything from a wheelchair accessible interview venue to requesting an oral exam instead of written (for those with a learning disability) or requesting a certain time for the interview, or a telephone interview etc.

Ensure that your interview space is disability friendly by:

- Asking the applicant you are interviewing if they will require any accommodations for the interview.
- Ensuring your interview room is wheelchair accessible.
- Ensuring you have an accessible washroom.
- Being aware that the individual may need to arrange transportation and/or support staff.
- If possible, ensuring that the applicant knows the duration of the interview.

The Interview

The job interview will tend to go more smoothly when all involved are comfortable. Ensure you spend enough time preparing for the interview to facilitate this – this includes briefing others on the interview panel.

Use a quiet environment for your interviews. Noisy environments can be especially distracting if the interviewee has a sensory disability.

Base your job requirements on a valid job description that outlines the job's specific tasks.

Support for Employers – Hiring People with Disabilities

Always ask similar questions of all interviewees regardless of whether they have a disability or not.

In an interview situation, it is **not** permissible to ask:

- the type and/or severity of the disability

In an interview situation it is permissible to ask:

- If the person has a disability that will affect their ability to complete all tasks of the job.
- If the person answers "yes" then it is allowable to ask which duties would be affected and what accommodations may be required to allow the person to perform their job.

Interview looking for skills and abilities.

Remember that some disabilities may affect how a person speaks or appears, but may not have any impact on their ability to do the job.

Save the discussion regarding specific accommodations until the end of the interview when you have ascertained if the applicant has all the skills required for the job.

Employee Training

How?

There are 2 basic ways that every employer trains a new employee, this is similar with people with disabilities.

1. In-house training
 - a. Most employers have a standard "training" practice or process for new hires. In some cases, this process will work for the individual with disabilities, depending on what the disability is and how it affects the new employee's learning.

"Training is important.....but its value may be over-rated UNLESS the training is practical and focused on the job."

Hidden or Neglected – Connecting Employers and People with Disabilities in Canada

Support for Employers – Hiring People with Disabilities

- b. If the employee with a disability requires accommodations for learning the tasks, the standard training process can still be used as a general guide with adaptations added as required. For example: a standard task list might have to be broken down into smaller tasks (called a task analysis) see Appendix 2 for example; a person with dyslexia may find it helpful to have task lists put onto audio files.
- c. The employee with a disability may require a longer training period or they may need to learn only one task at a time and once that task is mastered, they can move onto another task.

2. External Supports for Training

a. Job Coaching

- i. A job coach is able to come to your worksite and assist with the training of your new employee with disabilities.
- ii. The job coach has experience and expertise in breaking down tasks and teaching your new employee in a manner that works for them. A technique often utilized is task analysis – see Appendix 3 for example.
- iii. To find local job coaching, contact Kootenay Career Development Society 250-352-6200. They will be able to advise you of local current job coaching supports.

3. Mentorship

Mentorship refers to a developmental relationship in which a more experienced person helps a less experienced person, referred to as a **mentee or (person) being mentored**, to develop in a specified capacity and/or to attain specific skills. ^x

“It is considered that new employees who are paired with a mentor are twice as likely to remain in their job than those who do not receive mentorship”

Wikipedia

New-hire mentorship

On some worksites, new employees to the organization (mentoree) are paired with more experienced people (mentors) in order to obtain information, good examples, and advice as they advance. In most cases, the mentor will also take an active role in developing and implementing the training for the new employee.

Peer mentoring at work

Peer mentoring can be advantageous in the work setting and it offers a low cost way to train employees. Often, the new employee (mentoree) may feel more comfortable learning

Support for Employers – Hiring People with Disabilities

from a peer than in a hierarchical setting. The new employee may also benefit from the bonds they form with colleagues through the peer mentoring process.

Benefits of Mentoring

Employer	Mentor	Mentoree (New Employee)
<ul style="list-style-type: none"> ➤ Improved recruitment and retention tool ➤ Improved supervisory skills, work habits and productivity ➤ Promotes professional development within the company ➤ An opportunity to create a positive attitude in the work culture ➤ An opportunity to positively impact the workforce 	<ul style="list-style-type: none"> ➤ Improved supervisory skills ➤ Increased self-esteem ➤ Creation of a network of volunteers ➤ A sense of accomplishment and an avenue to contribute to the organization or company ➤ An opportunity to share their skills and expertise 	<ul style="list-style-type: none"> ➤ Enhanced self esteem and self-confidence ➤ Assists to build strong relationships with co-workers and peers ➤ The new Employee has a “go-to” person on-site – increase in job retention ➤ Improved inter-personal skills

xi

Job Accommodations

The term “Job Accommodations” sounds much more mysterious than it really is.

Simply put, all employees have the legal right to a safe and healthy work environment and employers accommodate workers with or without disabilities everyday. Many employers view job accommodations as an avenue to build a loyal and productive workforce.

Accommodations that employers utilize include:

- Adjusted work schedule to accommodate family and other responsibilities
- Ergonomic work stations, keyboards and trays
- Ergonomic chairs specific to each employee
- Assistive technology eg. Book holder, large print resources, voice activated software

Support for Employers – Hiring People with Disabilities

Some examples of common workplace situations where accommodation may be appropriate and relatively easy include:

- **Telephones**
 - Provide hands-free option to promote ease of use
 - Provide voice amplifiers to facilitate conversation
 - Provide large button keypads, which are highly visible and easy to use

- **Computers**
 - Provide document holders to make typing easier
 - Provide accessibility software for keyboard or mouse, to promote ease of access to computers
 - Provide large print software, which is highly visible and easy to read

- **Furniture**
 - Arrange office furniture to compensate for right or left side dexterity; this also promotes ease of access and reach
 - Install carpets or non-slip strips to promote ease of movement
 - Adjust the height of shared items such as photocopiers, printers & fax machines to promote ease of access and reach

- **Meetings/Interviews**
 - Change the venue if necessary to promote ease of access -- certain venues are more accessible than others

- **Accessibility of common spaces**
 - Ensure workspaces, hallways and common areas are wide enough to promote ease of access and movement
 - Install access ramps where necessary to promote ease of access and movement
 - Ensure that washroom facilities are accessible

- **Presentations**
 - Use visual aids such as overhead projectors and presentation software to ensure that information is highly visible, easily accessible and easily understandable
 - Procure presentation software that is physically easy to use, and highly visual

- **Job-related stress**
 - Firstly, take time to communicate with the employee regarding the sources of the stress and work with them to problem solve
 - Additionally, you may make provisions such as flexible working hours or working at home to relieve some pressure

Support for Employers – Hiring People with Disabilities

- **Fire alarm**
 - Install a visual signal to complement auditory alarm
- **Air quality**
 - Install air filters to restrict or limit respiratory or skin irritants ^{xii}

a) **Costs of Accommodations**

- 46% of employers surveyed indicated that the accommodations required by the employee and/or job applicant cost nothing.
- 45% experienced a one-time direct cost of implementing an accommodation.
- Of the 45% of employers who experienced a direct cost from implementing an accommodation, the “typical” cost was less than \$500.
- The other 9% of employers indicated that they had a combination of a one-time cost and an on-going cost of accommodation. ^{xiii}

LOW COST & HIGH COST

When an employer is considering an accommodation, there are usually low cost and high cost accommodations available to solve the same issue.

For example, if an employee requires the desk to be a specific height:

- a low cost accommodation might include putting wooden blocks under the desk to raise it to the desired level.
- A high cost accommodation to solve the same issue might include purchasing a whole new specifically designed desk.

In a study completed by the Job Accommodation Network (JAN), they found that over 80% of employers who accessed their services, were doing so to retain or promote a current employee.

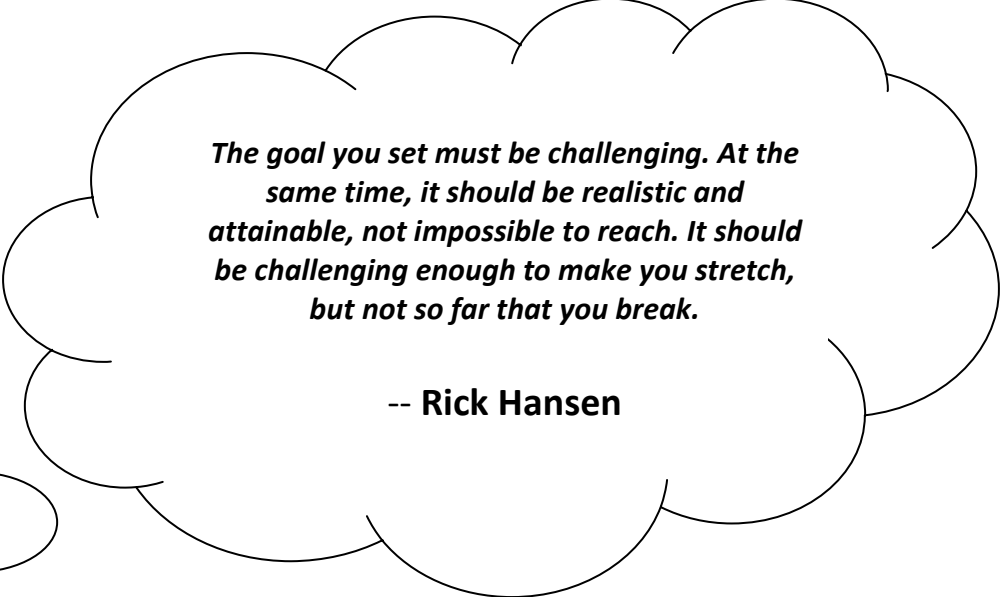
However, even though the cost of the accommodation was minimal the benefits after making the accommodation were both direct and indirect and included improved interaction between staff and increased over all company morale and company productivity.

Support for Employers – Hiring People with Disabilities

The following table indicates the Direct and Indirect Benefits from utilizing Job Accommodations as researched by the Job Accommodation Network.

Direct Benefits	%
Company retained a valued employee	86%
Increased the employee's productivity	71%
Eliminated costs associated with training a new employee	56%
Increased the employee's attendance	49%
Increased diversity of the company	42%
Saved worker's compensation or other insurance costs	39%
Company hired a qualified person with a disability	18%
Company promoted an employee	10%
Indirect Benefits	
Improved interactions with co-workers	67%
Increased overall company morale	58%
Increased overall company productivity	56%
Improved interactions with customers	43%
Increased workplace safety	41%
Increased overall company attendance	34%
Increased profitability	32%
Increased customer base	16%

xiv



The goal you set must be challenging. At the same time, it should be realistic and attainable, not impossible to reach. It should be challenging enough to make you stretch, but not so far that you break.

-- Rick Hansen

Support for Employers – Hiring People with Disabilities

Job Accommodation Resources

THE JOB ACCOMMODATION NETWORK IN CANADA:

The services of JANCANA are promoted by the Canadian Council on Rehabilitation and Work.

Contact: The Canadian Council on Rehabilitation and Work, 410 - 167 Lombard Avenue, Winnipeg, MB, Canada R3B 0T6, Tel: (204) 942-4862; TTY: (204)

1-800-526-2262 (Voice & TTY)

Hours of operation: 8 am to 8 pm Eastern time

“Employment and Immigration Canada has made the services of West Virginia’s Job Accommodation Network available in Canada -- free! JANCANA makes it possible for any stakeholder in disability concerns to have convenient, efficient access to over 14,000 different technical devices, methods and strategies with which to make the workplace both a productive and human environment for people with disabilities.....”

“.....Access to a computerized data base such as JANCANA is one thing; the expert advice and assistance of a professional consultant in applying that data is another. JANCANA provides both. And the only cost to the user is 30 minutes of his or her time to provide JANCANA with actual experiences in adapting the workplace for persons with disabilities. This information, including case histories, names of manufacturers or distributors, and names and brief descriptions of local service providers, are added to the data base. With this cycle of sharing, all the stakeholders in employment of people with disabilities benefit.”

Originally published in [Abilities](#), Issue 14, p. 65, Spring 1993

Jancana - Job Accommodation Network in Canada

Len Sawatsky – Advoserv Consulting Inc. Saskatoon SASK.

<http://www.enablelink.org/include/article.php?pid=&cid=&subid=&aid=670>

Accessed Nov 24, 2008

ASSISTIVE TECHNOLOGY BC (ATBC)

“ATBC has been providing assistive technology resources to make learning and working environments usable for people with disabilities since 1993.

We facilitate Provincially funded programs through the Ministry of Advanced Education and the Ministry of Housing and Social Development to help BC residents with permanent disabilities get the assistive technology they need for overcoming barriers to employment and post-secondary education. “

For general information about AT-BC:

Assistive Technology - BC , #108 - 1750 W. 75th Avenue Vancouver, BC Canada, V6P 6G2

Phone: (604) 264-8295

Fax/TTY: (604) 263-2267

Email: info@at-bc.ca

<http://www.at-bc.ca/default.html> accessed Dec 1, 2008

Support for Employers – Hiring People with Disabilities

JOB ACCOMMODATION SERVICE (JAS)

The Council on Rehabilitation and Work Job Accommodation Information Service

“The JAS fee-based service offers employers a valuable resource to proactively address job accommodation issues. Using expertise from across Canada, JAS provides a timely, structured, and thorough service that identifies the individual job accommodation needs of an employee in his or her workplace environment.”

The Canadian Council on Rehabilitation and Work
111 Richmond Street West, Suite 401
Toronto, ON M5H 2G4
Phone: 416-260-3060 ext. 224
Toll-free: 1-800-664-0925 ext. 224
E-mail: nfarah@ccrw.org

JAS – Canadian Council on Rehabilitation and Work
http://www.ccrw.org/en/programs/program_detail.asp?Program_ID=7

Accessed Nov 24, 2008

NEIL SQUIRE SOCIETY

“The Neil Squire Society is the only not-for-profit organization in Canada that for the past 20 years has used technology, knowledge and passion to empower Canadians with physical disabilities. Our work helps our clients remove obstacles and barriers so that they can live independent lives and become active members of our society.”

Head Office & Western Regional Office

Neil Squire Society, Suite 220 – 2250 Boundary Road, Burnaby, BC V5M 3Z3
Tel: (604) 473-9363 **Fax:** (604) 473-9364 **E-mail:**
info@neilsquire.ca

<http://www.neilsquire.ca/index.asp> Accessed Jan 5, 2009

The Job Accommodation Network is a service of the U.S. Department of Labor's Office of Disability Employment Policy, however is a great resource for Canadians as well. The website link is:

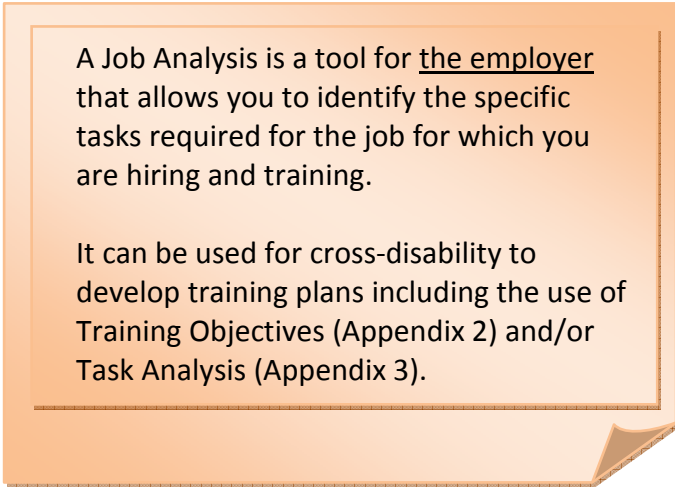
<http://www.jan.wvu.edu/index.htm>

Training Tools

The 3 most useful tools you will find as an employer are Learning Objectives, Task Analysis and Job Analysis. These tools are not only helpful in training your employee with disabilities, but can also be utilized as a training tool for all new employees. Utilizing the Job Analysis tool can also aid in the development of comprehensive job descriptions for your organization or business.

Job Analysis

A Job Analysis is an in-depth dissection of the entire job for which you are hiring. It takes the big picture of the position and breaks it into core routines and episodic routines. It also takes a look at the worksite and expectations from the employer.



A Job Analysis is a tool for the employer that allows you to identify the specific tasks required for the job for which you are hiring and training.

It can be used for cross-disability to develop training plans including the use of Training Objectives (Appendix 2) and/or Task Analysis (Appendix 3).

A Job Analysis Template can be found in Appendix 1.

Training Objectives

Developing Training Objectives is helpful for the both employer and the new employee. It is always advisable to set-up for success from the beginning. The Training Objectives Worksheet (Appendix 2) gives a brief outline of the top 3 learning objectives that the employer and the employee have. It also covers other areas that will lead to success on the job such as: transportation to and from work; any issues that the employer needs to know to accommodate the disability etc. See appendix 2.

The Training Objectives Worksheet is a tool for both the employer and the employee for times when the new employee will require minimal extra training.

This tool works well for people who have disabilities that do not affect their cognitive skills: someone who lives with quadriplegia, or a stabilized mental health issue, or chronic fatigue syndrome etc.

These disabilities are often “invisible”.

The Learning Objectives Worksheet can be found in Appendix 2.

Task Analysis

A Task Analysis takes the usual tasks of a job and breaks them down into small steps. It is when the job is taught one step at a time.

The Task Analysis is a tool that is used by employers, job coaches and new employees.

This tool is useful for people who have cognitive and/or developmental delays: eg. Down Syndrome, Autism where the training needs to be repetitive and sequential.

These disabilities can tend to be more “visible”.

Appendix 3 contains an example of a typical task list from an employer and how it was broken down into smaller steps.

A Task Analysis template can be found in Appendix 3.

Job Retention

“Employee turnover is a huge issue for us, especially in this market. It soaks up a lot of my time and can’t help but impact customer service”.
(employer comment)

*Nelson Area Human
Resource Strategy
2008*

Job Retention and retention strategies are critical areas for employers to consider whether they hire people with disabilities or not. Retention strategies can be and need to be applied to a diverse workplace as well – as an employer you need to know your workforce, why they stay and why they leave.^{xv} This will help you to develop your retention strategy.

People with disabilities are like any other people in what they are looking for in their job and why they stay at particular workplaces.

People stay at their jobs because of a variety of things including:

- Training and Development – this includes training opportunities for employees to acquire new skills and further hone the skills they already have.
 - For people who live with a disability, this may include periodic re-training of the same tasks for further integration of the workplace routine.
- Compensation and Benefits – this can include benefits packages, but equally important for people with disabilities, this includes:
 - Flexible work schedules
 - Job Sharing opportunities
 - Disability friendly workplace and co-workers
 - Work place accommodations
- Recognition and Rewards – customizing recognition and rewards for employees can be a valuable retention tool. Generally employees like to be rewarded for doing a good job – these rewards can come in terms of a new work challenge, more responsibility or can be something simple as a staff appreciation luncheon.

Support for Employers – Hiring People with Disabilities

One retention tool to keep people with disabilities in your employ may seem so basic that it might go without saying, however it needs to be said and stressed:

Equal Pay for Equal Work

If someone with a disability is a trained, skilled graphic designer, expectation is that they will be paid on the same pay scale as any other trained, skilled graphic designer.

Canadian Human Rights Act Chapter H-6 Part 1 – Proscribed Discrimination indicates:

“General

Proscribed grounds of discrimination

3. (1) For all purposes of this Act, race, national or ethnic origin, colour, religion, age, sex, marital status, family status, disability and conviction for which a pardon has been granted are prohibited grounds of discrimination”

In addition

The Employment Equity Act (1995,c44) indicates:

“Purpose of the Act

2. The purpose of this Act is to achieve equality in the workplace so that no person shall be denied employment opportunities or benefits for reasons unrelated to ability and, in the fulfillment of that goal, to correct the conditions of disadvantage in employment experienced by women, aboriginal peoples, persons with disabilities and members of visible minorities by giving effect to the principle that employment equity means more than treating persons in the same way, but also requires special measures and the accommodation of differences.”

Remember, you hired for skills therefore your pay scale should reflect that skill level.

Employer concerns

Will it cost my business significantly for any job accommodations that may be required?

- No. Most costs are minimal, according to Job Accommodation Network (JAN):
 - 20% of job accommodations cost nothing
 - 51% of job accommodations cost \$500 or less

Will the cost of benefits increase because people with disabilities might use them more?

- Generally a benefit package costs a certain amount for an employer whether or not they have persons with disabilities working for them. WorkSafe (formerly WCB) rates might increase if the person has an accident on the jobsite – but no more so than any other employee.

Will my employees with disabilities call in sick more often?

- In general, this is not the case. The key is to set up a work schedule that will accommodate the individual's disability.
- Most individuals with disabilities have had to learn to adapt to accommodate their disability – this is something they do naturally every day. Your new employee most likely already has strategies in place that work for their particular needs.

I don't have the extra time or extra staff required to train the person with a disability.

- Often people with disabilities can be trained in a similar manner to a regular employee – it is dependent on the disability and how it affects the person's ability to function and complete the tasks specific to a job. Often a simple accommodation will overcome the barrier – see more on Accommodations in this guide.
- Within-worksites assistance can be utilized by using mentorship and peer mentorship models.
- Employers are often able to access job coaching supports through funded employment programs. Check with your local employment centre:
 - Kootenay Career Development Society (*for cross-disability*)
#203 – 514 Vernon St. Nelson, BC V1L 4E7 250-352-6200
 - Nelson CARES (*for developmental disabilities*)
182 Baker St. Nelson BC V1L 4H2 250-6011

How do I prepare my staff to work with a person with a disability?

- When you hire someone with a disability, introduce him or her exactly the same way you introduce anyone else. The person's disability should not define who they are anymore than gender or race. Drawing attention to the person's disability should be avoided, because if the person's disability is properly accommodated, it is irrelevant to his or her function in the workplace.
- Kootenay Career Development Society is able to come to your worksite and deliver disability awareness workshops with your employees. KCDS is also able to refer you to additional services that may benefit you.

Summary

When looking to hire a diverse workforce including people who live with a disability, a few key points need to be kept in mind:

- People with disabilities have a broad range of abilities that can benefit your workforce
- Set-up the employment situation for success
 - it is easier to set up for success from the beginning than having to correct and re-train
 - Ask for assistance from employment and disability specialists if you require help
- Advertise for diversity, skills and abilities
- Hire for skills and abilities

and remember

that each one of us at some point in our life is likely to experience some sort of disability, and we will still want to contribute our skills and abilities to our community

*Don't concentrate on disabilities;
focus on abilities.*

Rick Hansen

Appendix 1 – Job Analysis

Support for Employers – Hiring People with Disabilities

JOB ANALYSIS

(Adapted from Marc Gold & Associates – Systematic Training)

A. Cover Sheet

Company:	Phone Number:
Address:	Contact Person:
	Title:
Job Title	Trainer:
Employee:	Phone Number:

Job Summary:

Core Work Routines	Episodic Work Routines

Job-Related Routines	Accommodations Required

Support for Employers – Hiring People with Disabilities

B. Job Requirements as Typically Performed

Check only critical items; Fully describe the extent of the demand and outline possible adaptations/accommodations if felt to be problematic for targeted employee.

Physical Demands:

- Lifting
- Standing
- Continuous movement
- Rapid movement
- Walking
- Climbing
- Stooping
- Crawling

Sensory/Communication Demands:

- Vision
- Hearing
- Speaking
- Judgement

General Strength/Endurance Requirements:

Pace of Work:

Potentially Dangerous Components of Job:

Critically Important Components of Job:

Established Learning Curve or Probationary Period for Job:

Support for Employers – Hiring People with Disabilities

9 Essential Skills

Human Resources and Skills Development Canada

http://www.rhdcc-hrsc.gc.ca/eng/workplaceskills/essential_skills/general/home.shtml

Through research, the Government of Canada and other national and international agencies have identified and validated 9 Essential Skills that are the skills needed for work, learning and life. They provide the foundation for learning all other skills and enable people to evolve with their jobs and adapt to workplace change.

These skills are used in nearly every occupation and throughout daily life in different ways and at different [levels of complexity](#).

The Essential Skills are assessed by Levels 1 – 5 with 5 being the highest.

What level of these 9 essential skills are required for this job?

The Essential Skill	Description	Level required
Reading Text	In the workplace you read text such as: notes, letters, journals, reports and/or forms.	
Document Use	In the workplace you use documents such as: charts, tables, sketches, blueprints, codebooks, diagrams and/or maps.	
Numeracy	In the workplace you use forms of numeracy such as: estimating, calculating and/or measuring.	
Writing	In the workplace you write: notes, letters, memos, directions, logs, reports and/or minutes.	
Oral Communication	In the workplace you use oral communication to: take messages, seek information, facilitate groups, exchange opinions, negotiate, comfort, persuade and/or instruct.	
Working with Others	In the workplace you work: independently, with partners, as a team and/or as a supervisor.	
Computer Use	In the workplace you operate computerized equipment, use word processing, send emails, create and/or modify spreadsheets.	
Continuous Learning	In the workplace you engage in continuous learning through regular work activities, in the workplace and/or in off-site training.	
Thinking Skills	In the workplace thinking skills include: problem solving, decision making, organizing, use of memory and/or finding information.	

C. Work Site Considerations

Special Clothing, Uniforms, Safety Equipment Required:

Tools to be Used:

Equipment to be Operated:

Materials to be Handled:

Special Terms Used at Work Site:

Description of Environmental Conditions of WorkSite:

D. Training Considerations

Role of Trainer at Work Site; (list site-specific requirements):

Availability of Co-workers/Supervisors as Trainers:

Description of Training Available from Employer:

Potential for Use of Adaptations, Modifications in Work Site:

Willingness of Co-workers/Supervisors to Provide Support and Assistance:

E. The Culture of the Work Site

Employer's Concern for Quality:

Employer's Concern for Productivity:

Flexibility/Rigidity Observed:

Employee Social Groups and Non-work Activities:

Leaders and Potential Allies Among Co-workers and Supervisors:

F. Job Description

Schedule:

of Days of Work Per Week

Days:

<hr/>	hrs	<hr/>	-	<hr/>
<hr/>	hrs	<hr/>	-	<hr/>
<hr/>	hrs	<hr/>	-	<hr/>
<hr/>	hrs	<hr/>	-	<hr/>
<hr/>	hrs	<hr/>	-	<hr/>

**Sequential Chronology of Typical Work Day:
(include all routines)**

Appendix 2 – Training Objectives

Training Objectives

Name

Telephone:

Address:

Mentor/Trainer:

Please list below the three training objectives you and your employer or trainer have agreed upon:

1.

2.

3.

- What days will you be training?

M T W T F S S

- Do you have any health needs/issues that may affect your training or your training schedule?

- How will you travel to the training site each day?

Support for Employers – Hiring People with Disabilities

- What type of support do you think you will need from your job coach/mentor/trainer?

- Is there anything that your employer needs to be aware of to assist you while in training?

- Is there any other information that is important that we know prior to starting training?

Appendix 3 – Task Analysis

TASK ANALYSIS

Original Task List from employer

B Shift: Upstairs washrooms, hall, stairway and elevator lobby

1. clean 2nd floor washrooms
 - a. empty garbages, restock dispensers, clean fixtures, counters and mirrors, damp mop floor including tile in hallway
2. take elevator to main floor, clean glass entry doors, both sides and elevator door
3. turn entry mat near elevator doors, main floor and get sand out. Vacuum all corners and edges of elevator lobby area and elevator tracks.
4. check stairs to basement for garbage. Mop if necessary.
5. mop elevator floor and mop lobby floor being careful to get all corners and edges.
6. mop stairs to second floor and brown mat at bottom.
7. re-mop lobby floor until water is virtually clear after mopping to ensure no streaks when dry. After last mopping check for and remove any sand left in corners and edges.

Make sure you leave doors locked to public, while you are working and double check them before you leave.

Mark timesheet, put tools away, rinse mop pail and sink, replay key. Tell Shift A people when you are leaving.

The following pages show how a simple task list on a jobsite can be broken down into more steps. The detailed task list is then utilized for training of your new employee.

Detailed task analysis lists are often made with columns to the right so that once the employee is independent, they can use the list as a prompt and are able to checking off the tasks once they have completed them.

Revised Detailed Task List for Training a new employee

	M	T	W	T	F
1. Get keys from in Janitor's Room – the ones with the metal holder					
2. Pick up cleaning caddy – fill bottles if needed					
3. Collect Supplies: <ul style="list-style-type: none"> ➤ 2 toilet papers ➤ 2 paper towels ➤ 1 medium garbage bag 26x36 ➤ extra soap 					
4. Clean 2 nd floor washrooms – mens and womens <ul style="list-style-type: none"> ➤ Empty garbages ➤ Restock dispensers, toilet paper and paper towels ➤ Clean sinks, counters and mirrors ➤ Clean toilets 					
5. Take caddy to elevator lobby					
6. Get Mop and Buckets from janitor room and take upstairs					
7. Mop washroom floors					
8. Mop tile floor in hallway					
9. Take elevator to main floor – bring mop and bucket with you					
10. Clean glass entry doors, both sides and elevator door					
11. Take cleaning caddy to janitor room					
12. Get vacuum and take it to the elevator door lobby					
13. Turn entry mat near elevator doors and get sand out <ul style="list-style-type: none"> ➤ Put mat back and vacuum ➤ Roll up mat and put it out of the way 					
14. Vacuum all corners and edges of elevator lobby area					
15. Vacuum elevator tracks					
16. Check stairs to basement for garbage. Mop if necessary					
17. Mop elevator floor and mop lobby floor – being careful to get all edges and corners					
18. Mop stairs to second floor and brown mat at bottom					
19. Re-mop lobby floor until water is virtually clear after mopping to ensure no streaks when dry.					
20. After last mopping check for and remove any sand left in corners and edges (with vacuum).					

MAKE SURE YOU LEAVE DOORS LOCKED TO PUBLIC while you are working and double check them before you leave.

- i. Put tools away – rinse mop pail and sink
- ii. Replace key
- iii. Mark time on timesheet
- iv. Tell Shift A people when you are leaving

Support for Employers – Hiring People with Disabilities

BLANK TASK ANALYSIS FORM

Name _____ Date _____ Location _____

	M	T	W	T	F

Support for Employers – Hiring People with Disabilities

References

Assistive Technology British Columbia, available online at <http://www.at-bc.ca/default.html>

BC Stats, Ministry of Management Services Earnings and Employment Trends – Dec 2003, January 29, 2004 Issue: 03-12, available online at <http://www.bcstats.gov.bc.ca>

Canadian Abilities Foundation, Neglected or Hidden: Connecting Employers and People with Disabilities in Canada, 2004, available online at http://www.enablelink.org/features/noh/noh/noh_report_en.pdf

Canadian Human Rights Act, available on-line at: <http://www.efc.ca/pages/law/canada/canada.H-6.part-1.html#3>

CCRW – Canadian Council on Rehabilitation and Work, Programs and Services, available online at http://www.ccrw.org/en/programs/program_detail.asp?Program_ID=6

Employment Equity Act, available on-line at: <http://laws.justice.gc.ca/en/ShowDoc/cs/E-5.401///en?page=1&isprinting=true>

EnableLink – Linking People with disabilities to a World of Resources, available online at <http://www.enablelink.org/index.html>

Faba, Neil, National Educational Association of Disabled Students, Access to Success – A Guide for Employers, FAQ, 1999-2009, available online at http://www.neads.ca/en/about/projects/student_leadership/access_to_success/access_faq.php

Gladnet, Cornell University ILR School, Cultivating Leadership: Mentoring Youth with Disabilities, Office of disability Employment Policy, 2005, available online at <http://digitalcommons.ilr.cornell.edu/cgi/viewcontent.cgi?article=1416&context=gladnetcollect>

Govt. of BC, Recruitment and Retention of Persons with Disabilities in British Columbia Research Project – Final Research & Validation Report Executive Summary, “Workable Solutions” “An initiative of the Minister’s Council on Employment for Persons with Disabilities Nov 15, 2004, available online at http://www.eia.gov.bc.ca/epwd/docs/exec_summary.pdf

Jewish Vocational Service, An Employer’s Guide to Hiring People with Disabilities: The untapped Workforce, 2001, available online at <http://www.jvsmn.org/EmployersGuide.pdf>

Job Accommodation Network, Fact Sheet Series, updated July 2008, available online at <http://www.jan.wvu.edu/index.htm>

Marc Gold and Associates, online at <http://www.marcgold.com/About/index.html>

Neil Squire Society website available at <http://www.neilsquire.ca/index.asp>

Support for Employers – Hiring People with Disabilities

Northeast Community partners for Inclusion, Guide to Hiring People with disabilities for Saskatchewan Employers, Nov 2005, available online at http://www.sarcsarcan.ca/links/Employer_Guide.pdf

Sawatsky, Len, Jancana, Job Accommodation Network in Canada, EnableLink Article, available online at <http://www.enablelink.org/include/article.php?pid=&cid=&subid=&aid=670>

Statistics Canada, Participation and Activity Limitations Survey (PALS), 2006, available online at <http://www.statcan.gc.ca/cgi-bin/af-fdr.cgi?l=eng&loc=/pub/89-628-x/89-628-x2007002-eng.pdf>

Wikipedia, available online at http://en.wikipedia.org/wiki/Main_Page

Wilkerson, Bill, Business Case for Accessibility, Nov 2001, available online at http://www.niagarafalls.ca/services/community_health_and_wellness/disabilities_special_needs/programs_services/pdf/business_case_for_accessibility.pdf

Wright, Jan, Kootenay Career Development Society, Nelson Area Human Resource Strategy, 2008, available online at http://www.kcds.ca/pdf/KCDS_LMP_Report%20.pdf

Wright, Ruth, Tapping the Talents of People with Disabilities, April 2001, Source: The Conference Board of Canada, available online at <http://www.conferenceboard.ca/documents.aspx?did=85>

Endnotes

ⁱ Wilkerson, Bill Business Case for Accessibility, November 2001 p17

ⁱⁱ Wilkerson, Bill Business Case for Accessibility, November 2001 p14

ⁱⁱⁱ Wilkerson, Bill Business Case for Accessibility, November 2001 p17

^{iv} Wilkerson, Bill Business Case for Accessibility, November 2001 p17

^v The Conference Board of Canada Tapping the Talents of People with Disabilities P 6

^{vi} Stats Canada, Participation and Activity Limitation Survey 2006 : an Analytical Report. Stats Can – Catalogue no. 89-628-XIE

^{vii} Stats Canada, Participation and Activity Limitation Survey 2006 : an Analytical Report. Stats Can – Catalogue no. 89-628-XIE

^{viii} Human Resources Development Canada Advancing the Inclusion of Persons with Disabilities December 2002 page 46

^{ix} Canadian Abilities Foundation Neglected or Hidden: Connecting Employers and People with Disabilities in Canada p 18-20

^x Wikipedia <http://en.wikipedia.org/wiki/Mentoring> accessed Dec 1, 2008

^{xi} Cultivating Leadership: Mentoring Youth with Disabilities, Office of Disability Employment Policy, US Department of Labour August 2005 <http://digitalcommons.ilr.cornell.edu/gladnetcollect/414> accessed Dec 1, 2008

^{xii} Barrier-Free Employers – Practical Guide for Employment Accommodation for People with Disabilities – DAWN Ontario http://dawn.thot.net/employment_accommodation.html accessed Dec 1, 2008

^{xiii} JAN Workplace Accommodations: Low Cost, High Impact <http://www.jan.wvu.edu/research/index.htm> accessed Nov 3, 2008

^{xiv} JAN Workplace Accommodations: Low Cost, High Impact <http://www.jan.wvu.edu/research/index.htm> accessed Nov 24, 2008

^{xv} Wright, Jan, Kootenay Career Development Society, Nelson Area Human Resource Strategy, 2008 p 77-87