

**Guide to Hiring Persons
with Disabilities for
Saskatchewan
Employers**

Handbook

Acknowledgement

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Introduction

Who is this Guide for?

The Guide to Hiring Persons with Disabilities for Saskatchewan Employers grew out of the need for employers to have information on employing persons with disabilities that is Saskatchewan specific.

The Guide will also be useful for other interested stakeholders wanting information on the employability of persons with disabilities.

Why is this Guide needed?

The need for information on employing persons with disabilities was identified through a survey of 124 Saskatchewan employers. Employers want to know what the benefits are to their business if they were to hire someone with a disability. Information regarding laws, government programs and community resources, and the hiring process was requested. The goal is to provide Saskatchewan employers with the required information for making informed decisions about hiring workers with disabilities.

How can your business access this growing source of labour?

The Guide to Hiring Persons with Disabilities for Saskatchewan Employers will provide the tools needed to attract, recruit and retain qualified and skilled employees. It will explain why and how to hire workers with disabilities allowing more options for filling labour needs.

Chapter One: The Labour Force

Saskatchewan employers are facing several challenges. None more so than the looming labour shortage. Table 1 (Page 6) illustrates that the available pool of labour in Saskatchewan is decreasing for two main reasons.

1. The Out – Migration of Youth

The average age of Saskatchewan's workforce is 39.8 years – the highest in Canada¹. 39.6% of the workforce is 45 years of age or older.

The first two quarters of 2002 show a net loss of 4,639 people due to inter-provincial migration². Our province is losing its youths to stronger job markets in other provinces and in the United States.

2. The Lack of Immigration

896 people immigrated to Canada and settled in Saskatchewan during the first two quarters of 2002³. In comparison, 16,290 people immigrated to Alberta in 2001⁴. Saskatchewan is not the province of choice for most Canadian immigrants.

People do not immigrate to Saskatchewan because it does not have the large established ethnic communities of Canada's major cities. Cities such as Vancouver and Toronto benefit most from immigration. Saskatchewan cannot rely on immigration as a solution to the labour shortage.

Labour Market Impacts

Population losses due to out-immigrants cause significant pressure on the labour market. Another impact on labour has been the relatively strong growth of the Saskatchewan economy. The growth in employment was 2% for the 1991-2001 period⁵. However, there was only a 1.2% increase in the labour force⁶. Saskatchewan had the third lowest unemployment rate, 5.7% in the country for 2002⁷. There were not enough workers to fill all the available jobs.

¹ Scott, Neil. Aging Workforce a 'Crisis'. Saskatoon Star-Phoenix. February 12, 2003, Page 1.

² Saskatchewan Bureau of Statistics. Statistics Canada. Table: Saskatchewan Population – Components of Growth.

³ As Above.

⁴ Government of Alberta - Immigration Statistics Website: <http://www.learning.gov.ab.ca/other/immigration.asp>, Page 1.

⁵ Scott, Neil. Aging Workforce a 'Crisis'. Saskatoon Star-Phoenix. February 12, 2003.

⁶ As above.

⁷ Saskatchewan Bureau of Statistics. Stats Canada. Table 3: Saskatchewan Labour Market – Unadjusted Series.

Where can Businesses Find New Sources of Labour?

Saskatchewan already has a large, under-utilized labour pool to tap into. There are approximately 50,000 persons with disabilities that could be part of a representative workforce. Presently, less than 17,000 people with disabilities are in the workforce. The hiring potential for employers is huge. Persons with disabilities have the skills, education and abilities that Saskatchewan businesses need.

Saskatchewan Labour Force Statistics: Table 1	
Total population of Saskatchewan as at July, 2002*	1,011,808
Total Labour Force, 2002 Average*	511,100
Average Unemployment Rate for 2002	5.7%
Net Loss of Population in Saskatchewan Due to Inter-Provincial Migration (1 st and 2 nd Quarters 2002)	- 4,639
Immigration (1 st and 2 nd Quarters 2002)	896
Average Age of the Saskatchewan Worker, 2001**	39.8
Gap in the Growth in Employment, 1991-2001, as compared to the Growth of the Labour Force, 1991-2001	- 0.8%
Total Working Aged Population with Disabilities	61,800
Number of Persons with Disabilities Presently in the Work Force	3.3% or approximately 16,866
Number of Persons with Disabilities that would be in a Representative Work Force	9.7% or approximately 49,576

* Saskatchewan Bureau of Statistics. Table: Saskatchewan Population – Components of Growth, Page 4.
 INFORMATION USED: Saskatchewan's Population Sask. Bureau of Statistics.
 Table 3: Saskatchewan Labour market – Unadjusted Series.
 INFORMATION USED: Labour Force Average. & Av. Unemployment Rate, Out-and In-Inter Provincial Migration, Immigration

** Scott, Neil. Aging Workforce a 'Crisis'. Saskatoon Star Phoenix, Feb. 12, 2003, Page 1.
 INFORMATION USED: Average age of workforce, growth of labour force, growth in employment

*** Stats Canada: Participation & Activity Limitation Survey, 2001, Page 36.

**** Saskatchewan Human Rights Commission – Annual Report 2000 – 2001: Employment Equity
 (www.gov.sk.ca/shrc)

Chapter Two: Economic Reasons

Employers want to hire the best available person for the job. Accessing the largest possible pool of labour will make finding that person more likely. Studies have shown there are many economic benefits for businesses that hire persons with disabilities.

1. Turnover Rates Reduced

A study completed by Pizza Hut in the United States illustrated that retention rates for their employees with disabilities were 22% higher than the average for all employees⁸.

Higher retention rates mean reduced costs for your business relating to:

- Hiring – advertising, time for interviewing, checking references, etc.
- Training new employees.
- Reduced productivity when positions are vacant.
- Low employee morale. A stable work force is a strong indicator of employee satisfaction.

2. Higher Productivity

The 1987 Harris study (U.S.) surveyed 920 employers that hired workers with disabilities. These businesses reported that employees with disabilities worked as hard (33%) or harder (46%) than employees without disabilities⁹.

The Harris study also stated that 57% of employees with disabilities were as productive as employees without disabilities and 20% of businesses reported that workers with disabilities were more productive¹⁰.

3. Employees with Disabilities Can Do the Job

In 1990, Dupont conducted an internal survey, discovering that their employees with disabilities “were equivalent to employees without disabilities for performance of job duties”¹¹. Our survey of Saskatchewan businesses confirmed the findings of the Dupont survey with 81% of employers who hired workers with disabilities reporting successful employment. In many cases the employment has been long term.

⁸ Wilkerson, Bill. Business Case for Accessibility. November 2001, Page 17.

⁹ The Government of Ontario & Canadian Abilities Foundation. Abilities @ Work. September 2001, Page 5.

¹⁰ As above, Page 5.

¹¹ Wilkerson, Bill. Business Case for Accessibility. November 2001, Page 14.

Positive Outcomes for Employment

Companies had decided to hire individuals with disabilities because they had expectations... that these employment decisions would benefit either the organization, the community... and/or the employee... participants stated that their companies' need to fill vacant positions with the most competent job applicants had influenced their decisions to hire applicants with disabilities.

Butterworth, John & Pitt-Catsoupes, Marcie. Workplace Experiences with the Employment of Individuals with Disabilities: Recommendations for Policy and Practice, September 1996, Page 5.

4. Improved Work Attendance Rates

The Dupont survey showed that 86% of employees with disabilities had an average or better rate of work attendance¹².

5. Good Safety Ratings

Dupont found that 97% of workers with disabilities had an average or better safety rating¹³.

6. Increased Revenue for Your Business

The study completed by Pizza Hut showed 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"¹⁴.

7. Accessibility for Employees also Benefit Customers with Disabilities

Businesses accessible to customers with disabilities can develop a competitive edge over their business rivals. "Seniors and persons with disabilities (will represent) 20% to 25% of the Canadian recreation, workplace and housing marketplaces in the next ten years and beyond"¹⁵. This is a potential market for businesses looking for new sources of revenue.

In conclusion, hiring persons with disabilities may bring significant financial advantages to your company.

Saskatchewan Employers' Success

"(The individual)... has been successfully (employed for) two years (with our company)".
Retail Store, Central Saskatchewan.

"(Employment is working out) good. The same person has been with us for six years".
Financial Institution, South West Saskatchewan.

¹² Wilkerson, Bill. Business Case for Accessibility. November 2001, Page 14.

¹³ As above, Page 14.

¹⁴ Wilkerson, Bill. Business Case for Accessibility. November 2001, Page 17

¹⁵ As above, Page 22.

Chapter Three: The Human Side of the Hiring Equation

There are also human benefits to hiring persons with disabilities. These benefits extend to:

- Your business
- Your employees with disabilities
- Coworkers of employees with disabilities
- Society as a whole

A. Your Business

No organization exists in a vacuum. One of a business' most important stakeholder is the community in which it exists. Even the smallest Saskatchewan community reflects a diversity of age, personal wealth and ethnic background. As well, there is diversity in the abilities and disabilities of the community's citizens.

Businesses can use diversity for the following:

- Building customer loyalty – People purchase goods and services from businesses that understand their needs.
- Opening their business to new markets such as consumers with disabilities. Businesses made accessible for employees with disabilities are accessible to customers with disabilities as well¹⁶.

Diversity in the Workplace

"Organizations whose work forces mirror the communities are better positioned to understand the needs of their customers...persons with disabilities represent significant service and product market opportunities".

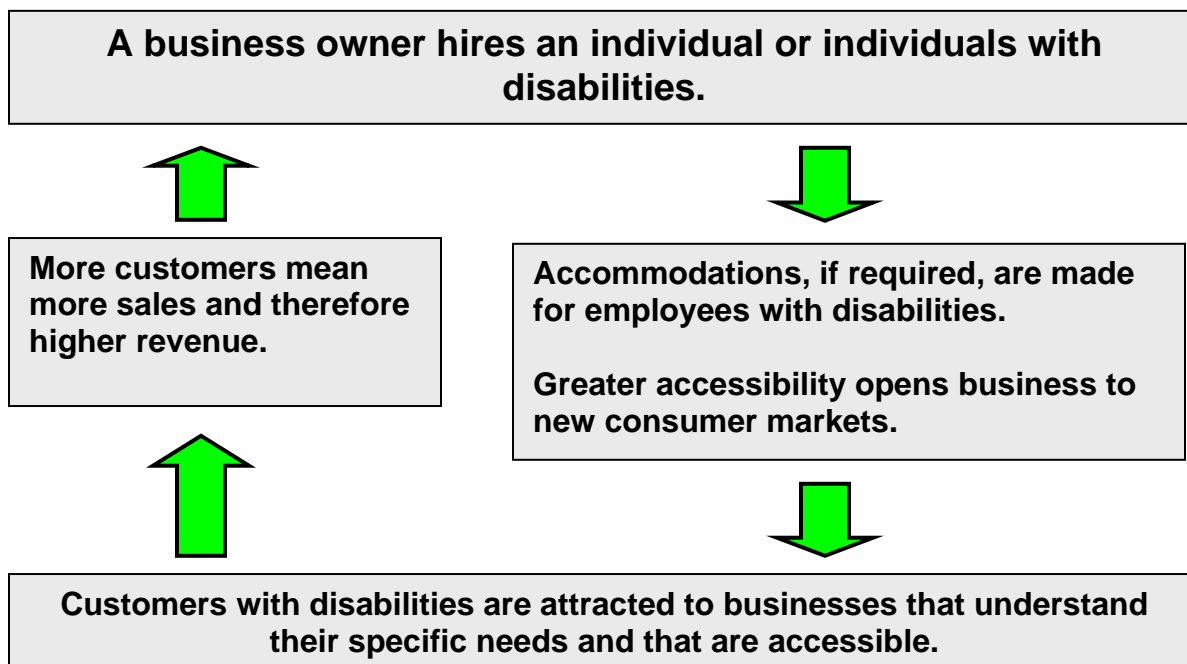
The Conference Board of Canada. Tapping the Talents of People with Disabilities, Page 9.

The Economic Power of Persons with Disabilities

"Persons with disabilities...their buying power are now estimated to be about \$25 billion (Canadian), and they also influence the spending decisions of friends and families and in doing so, at least double their economic reach".

¹⁶ Wilkerson, Bill. Business Case for Accessibility. November 2001, Page 17.

The Consumer Benefits of Hiring Persons with Disabilities



B. Your Employees with Disabilities

“Research...has shown that people...with low incomes may be unable to participate fully in society. 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”¹⁷.

An individual’s self-worth is often tied to three key factors:

1. The ability to pursue a chosen career given the individual’s unique skills, education and capabilities.
2. The ability to gain financial independence.
3. The opportunity to develop ties to the community in which the person lives, including relationships with employers and coworkers.

The development of self-worth is no different for persons with disabilities than for society as a whole. Everyone wants satisfying careers, financial freedom and

¹⁷ Human Resources Development Canada, *Advancing the Inclusion of Persons with Disabilities*. December 2002, Page 46.

relationships with others in the community. Hiring an individual with a disability provides that person with the same opportunities that many of us take for granted.

C. Coworkers of Employees with Disabilities

Studies show that when employees with disabilities are hired there is a corresponding increase in “(worker) morale, teamwork and employee satisfaction that correlates with better product and service quality”¹⁸.

D. Society as a Whole

Persons with disabilities have not traditionally benefited from upswings in the economy. Individuals with disabilities remain unemployed even when there are vacant positions. When people are given the opportunity to work, society as a whole benefits by:

1. Fewer People Using Government Social Programs

Fewer tax dollars are spent assisting individuals who want to work but cannot find work due to his or her disability.

2. More Consumers Spending

Individuals earning an income in turn spend that income on goods and services. Consumer spending is directly linked to the health of the economy.

3. Inclusive Society

Diversity in hiring reflects the makeup of the community in which the company exists. An inclusive society appreciates the differences of its members and grows stronger because of it.

In conclusion, strong arguments exist in favour of hiring persons with disabilities. Employing persons with disabilities is good business, economically and socially. It's the right thing to do!

Coworkers' Experiences

“Coworkers almost universally described the experience of working with a person with a disability as positive...Participants indicated that they had derived a lot of satisfaction from having the opportunity to work with a coworker with a disability”.

Butterworth, John & Pitt-Catsouphes, Marcie. Workplace Experiences with the Employment of Individuals with Disabilities: Recommendations for Policy and Practice. September 1996, Page 13.

¹⁸ The Conference Board of Canada. Tapping the Talents of People with Disabilities. Page 6.

Chapter Four: Laws

Workers with disabilities face additional challenges when finding employment. Canadian laws “level the playing field” so that individuals with disabilities have the same opportunity to succeed as any one else.

A. Canadian Charter of Rights and Freedoms

The Canadian Charter of Rights and Freedoms makes a clear statement of the rights of persons with disabilities to equal opportunity in the workplace.

Section 2

“...every individual should have an equal opportunity...to have their needs accommodated...without being hindered in or prevented from doing so by discriminatory practices based on ...disability”

In other words, employers cannot discriminate against employees, job applicants, clients, or customers on the basis of their disability. Providing persons with disabilities with the necessary accommodations achieves equality.

Section 15 (2)

“(In order to establish an exception to the duty to accommodate)...it must be established that accommodation of the needs of an individual or class of individuals affected would impose undue hardship on the person who would have to accommodate those needs, considering health, safety and cost”.

Organizations are required by law to provide necessary accommodations unless it would create “undue hardship” such as the health or safety of others and unusually significant financial costs to the business.

Undue Hardship

What Does Section 15 Mean by Undue Hardship?

There is no specific definition of what would constitute as “undue hardship” for an organization. Considerations for undue hardship are health, safety and cost. If employing an individual with a particular type of disability would create an unacceptable risk to safety or health for him/herself, coworkers or customers, an employer would not be compelled to hire.

Example:

A firefighter is incapable of heavy lifting due to a disability. If the person is unable to remove someone from a burning building or carry equipment, it would create undue hardship on the fire department to hire this individual.

Furthermore, if providing an accommodation causes a company to incur significant financial costs, that company would not be forced to carry that financial burden.

Example:

Purchasing a new building is unreasonable.

Providing a new computer with large print software is reasonable.

Note for Employers:

There are funding programs available to assist in the cost of accommodations. Chapter 12: Government Programs (Page 32) provides more information.

B. Saskatchewan Human Rights Code

The Saskatchewan Human Rights Commission (SHRC) has information on employment rights for persons with disabilities.

“All individuals have the right to equal treatment in the workplace. That requirement extends to interviews, advertising, application forms, hiring, wages, promotions, dismissals, fringe benefits and freedom from harassment”¹⁹.

¹⁹ Saskatchewan Human Rights Commission. Rights of Persons with Disabilities. Website: www.gov.sk.ca/shrc

Equal treatment does not mean preferential treatment. An employer is not required to interview or hire applicants that are incapable of successfully doing the job.

“It is not a violation of the Code to refuse to hire a person who doesn’t have the ability to do the job, but it is discrimination when an employer assumes, on no factual basis that someone can not do the job because of a disability”²⁰.

Legal obligations of employers are important factors in the decision to hire persons with disabilities.

For more information, contact the Saskatchewan Human Rights Commission or Department of Justice.

Saskatchewan Human Rights Code Saskatchewan Human Rights Commission

Saskatoon Office

8th Floor
Sturdy Stone Building
122-3rd Avenue North
Saskatoon, SK S7K 2H6

Phone: (306) 933-5952

Fax: (306) 933-7863

Telewriter: (306) 373-2119

Toll Free: 1-800-667-9249

Regina Office

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1942 Hamilton Street
Regina, SK S4P 3V7

Phone: (306) 787-2530

Fax: (306) 787-0454

Telewriter: (306) 787-8550

Toll Free: 1-800-667-8577

Email: shrc@justice.gov.sk.ca

Website: www.gov.sk.ca/shrc

Canadian Charter of Rights and Freedoms

Communications Branch

Department of Justice Canada

Ottawa, Ontario K1A 0H8

Phone: (613) 957-4222

TDD/TYY: (613) 922-4556

Fax: (613) 954-0811

Website: <http://canada.justice.gc.ca>

²⁰ As above, Page 2.

Chapter Five: Disclosure

A job applicant is not required to inform an employer of a disability during the hiring process unless the disability will have a direct effect on his or her ability to do the job. For example, a learning disability, such as dyslexia, could affect an applicant's ability to do the job if reading is an important part of the job. In this case, the disability should be disclosed. However, an applicant with arthritis would not be compelled to disclose his/her disability, as it would not affect his/her ability to read.

A job candidate may choose to disclose that he/she does have a disability before the interview. An employer cannot use disclosure to deny any person an interview or job.

People need only disclose their disability to ensure that an employer can provide appropriate job accommodations. Accommodations eliminate barriers to successful job performance.

Chapter Six: Communication

A. Communicating with Persons with Disabilities

Sometimes employers lack confidence when communicating with people with disabilities. People may feel uncomfortable. They may be concerned with not being politically correct.

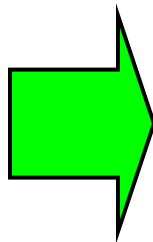
“I’m afraid that I am going to blurt out something offensive. What is appropriate terminology for speaking with persons with disabilities?”

Speak with persons with disabilities the same as you would any one – using respectful language. Addressing the individual by name can go a long way to making him/her feel welcome and accepted. One key point to remember when addressing individuals with disabilities is that you are speaking to the individuals, not to his or her disability. If unsure of what word usage is appropriate, it is perfectly acceptable to ask.

How to talk about Disabilities: General Guidelines

This is a guide to current terminology.

Words have specific meanings. Words **are not** interchangeable.



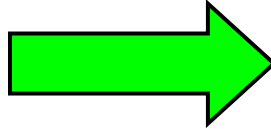
“Impairment”, “Disability” and “Handicap” do not mean the same thing.

Impairment – is a physical or mental limitation or restriction
Such as: hearing impairment.

Disability – the impairment interferes with some aspects of daily living
Such as: inability to hear the television set.

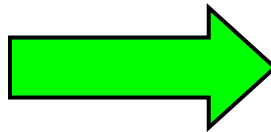
Handicap – a barrier created by the environment or by others’ attitudes
Such as: no access to close captioning on the television.

“Disabled” is an adjective, not a noun. Do not say “the disabled”, “the blind”, “the hearing impaired.”



Say instead, persons with disabilities, person with a visual impairment, the individual with a hearing impairment.
Put the person first.

Tools and adaptive devices that an individual may use should not be used to describe him/her. Do not say “lady in a wheelchair” or “wheelchair bound”.



Say instead, person who uses a wheel chair.

It is perfectly acceptable to say, “See you later,” to an individual with a vision impairment and, “I’ll talk to you later,” to someone with a hearing impairment. When you use respectful language, everyone feels more comfortable.

*Adapted from A Way with Words, Office of Disability Issues – Human Resources Development Canada, Page 3-5 and Living with Disability in Canada: An Economic Portrait, Human Resources Development Canada.

Chapter Seven: The Job Description

Companies want to hire the best person for the job. An individual with a disability may be that person. Businesses can use proven, effective practices to attract and retain workers with disabilities.

Friendly Hiring Practices

1. What is the job and its duties?
2. What is the level of skill and knowledge required to do the job?
3. Prepare written job descriptions.
4. Choose to interview candidates based on how well their skills and knowledge match the job requirements.

From “Paths to Equal Opportunity” – FAQ – Page 1. Government of Ontario.
Website: www.equalopportunity.on.ca

A. Define the Job

Not every employer requires a written job description for every job. Established business owners know the mix of aptitudes, skills and education needed to be successful in the job. However, writing a job description does have advantages when hiring persons with disabilities.

B. Define the Job Requirements

Job requirements are the specific skills, knowledge, aptitudes and education essential to do the job. Answering key employment questions will assist the business owner in determining:

1. What job is to be done – what are the duties?
2. How the job is to be done – what methods and procedures?
3. What is needed to do the job successfully – what skills, knowledge and abilities are required?
4. Who is the best candidate for the job?

When these four objectives are clearly defined, they assist the employer in writing the job description.

Key Questions to Answer When Developing a Job Description

- ✓ What is the purpose of the job?
- ✓ Why does the job exist?
- ✓ What are the major responsibilities of this job?
- ✓ What are the key relationships and how do they relate?
- ✓ What abilities are needed to be successful?
- ✓ Is experience required or is job training sufficient?
- ✓ What level of education is required?
- ✓ Is life experience or volunteer work important?
- ✓ What are the working conditions?
- ✓ What are the physical and mental demands of the job?
- ✓ Who will supervise the employee?
- ✓ Who will the employee have contact with and on what basis, for example: daily, weekly, and monthly?
- ✓ What results are to be achieved by the employee?

*Questions adapted from Tapping the Talents of Persons with Disabilities. "Capturing the key characteristics of a job using job analysis", Page 17.

Developing a written job description makes it easier to select candidates for an interview by comparing their resumes or applications to the job description. All applicants are judged by the same standard and the likelihood of their ability to do the job successfully.

Chapter Eight: Recruitment

Businesses look for an advantage when competing for scarce sources of labour. Persons with disabilities are one of Saskatchewan's key under-utilized labour pools. Business owners recruit employees from many sources. Common recruitment methods are:

- Word-of-mouth or personal referrals
- Walk-ins
- Newspaper advertising
- Help wanted signs

Recruiting this way can be effective. The problem is competitors are using the same techniques to target the pool of labour. Workers with disabilities often find it difficult to gain access to the regular job market. Employers wanting to hire persons with disabilities can look at alternative ways of recruiting.

Recruitment Facts Is this how your business recruits?

40% - Employee referrals
24% - Family or friend referrals
52% - Newspaper Advertising

Research to Practice, Vol. 4, No. 5. "Employing People with Disabilities: Small Business Concerns and Recommendations".

A. Alternative Recruitment Methods

Employers have options when looking to hire persons with disabilities²¹, including:

- Contacting employment agencies, (see Supported Employment Services and Agencies, page 45-53)
- Developing alternative formats for accepting applications, and
- Projecting a disability friendly image

"Persons with disabilities represent an untapped labour pool and may very well be the answer to this critical need...finding an adequate supply of qualified employees".

The Able Trust: The Florida Governor's Alliance for the Employment of Disabled Citizens "Employer Toolkit". Page 13.

1. Contacting Employment Agencies and Organizations

Supported employment agencies and organizations working with persons with specific disabilities, such as the Canadian National Institute for the Blind (CNIB), are excellent resources for recruiting employees. These organizations can assist your company in finding the right person for the job through candidate referrals and providing expert advice.

²¹ The Conference Board of Canada. Tapping the Talents of People with Disabilities. 2001, Pages 23-26.

Supported employment service agencies and organizations that work with persons with specific disabilities can give your company the tools it needs to successfully employ persons with disabilities. A few of the employer services available through Supported Employment service agencies include applicant referrals, job accommodation, needs assessment, and awareness training²². Note to reader: Services available from one agency to another may vary.

After hiring a person with a disability, employers can access Job Coaching services to provide training and on-going support for their employee or employees with disabilities. Not every employee or employer needs these services. Employment service agencies and organizations are great places to advertise jobs so that potential employees with disabilities can find the postings easily.

2. Developing Alternative Formats for Accepting Applications

Technology has given employers the ability to accept applications or resumes by fax or e-mail. Applications can be verbal if an applicant has difficulty reading or writing. Braille applications can be made available to a visually impaired applicant²³. Organizations that work with persons with disabilities can help you choose the right options for your company.

3. Projecting a Disability Friendly Image

A simple method to encourage applications from persons with disabilities is to advertise the job with a statement of the company's commitment to equity hiring practices. For example, "Our company is committed to diversity in hiring"; such advertisements make a clear statement that individuals with disabilities should apply.

More Recruiting Tips²⁴

- Establish relationships with Employment Agencies and organizations.
- Advertise and recruit at technical institutes or universities. Most campuses have recruitment agencies specifically for students with disabilities.
- Ensure the company's recruiting material reflects diversity in illustrations and photography. Use disability friendly wording and pictures in pamphlets, brochures, etc.
- Use specialized recruitment databases. Alternative methods of recruitment can also assist the organization in finding the right employee.

²² North East Supported Employment Program.

²³ Employment Practices: Disability Friendly Strategies for the Workplace, Page 4.

Website: <http://www.disabledperson.com/articles/employmentpractices.asp>

²⁴ Adapted from A Critical Perspective: The Research Challenges. "Case Studies in Diversity Management," Page 18.

Website: www.equalopportunity.on.ca

Chapter Nine: Before the Job Interview

Candidates are selected for an interview based on how well his or her education, skills and experience match the job requirements. Volunteer work and life experience listed on resumes can be taken into account when paid work experience and formal education is limited. Workers with disabilities face barriers to finding employment that most other people never experience. Employers should focus on the capabilities and potential of each applicant.

A. Pre-interview Preparation

Pre-interview preparation can be useful when interviewing candidates with disabilities. Occasionally, a job candidate may request an accommodation be made available for an interview. Some examples of interview accommodations are:

1. A candidate with a mobility disability may require a wheelchair-accessible venue.
2. Interview questions may need to be re-worded in simpler language for a candidate with an intellectual /developmental disability.
3. An individual with a learning disability may request a written test to be administered orally.

The Duty to Accommodate

The duty to accommodate refers to an employer's obligation to take appropriate steps to eliminate discrimination against employees, prospective employees or clients resulting from a rule, practice, or barrier that has – or can have – an adverse impact on individuals with disabilities. The duty to accommodate is written into s.2 and s.15 of the Canadian Human Rights Act: it stipulates that accommodation is required, short of undue hardship.

Taken from the Canadian Human Rights Commission on-line site Barrier-Free Employers, Page 2. Website: www.chrc-ccdp.ca

Government regulations set out the employer's obligations. "The Duty to Accommodate," exists even before an individual is hired. It extends to every step of the hiring process.

When unsure whether an individual requires accommodation, it is acceptable to ask. A little preparation demonstrates the company's positive attitude to hiring persons with disabilities. It further allows the full participation of persons with disabilities in the hiring process.

Chapter Ten: The Job Interview

Any interview will go more smoothly when all parties involved are comfortable. Keep questions job-related. Questions should focus on how well the person's skills, education and aptitude match the job requirements and the culture of the organization.

Some people are naturally curious; others may just be making conversation. In an interview situation, it is not acceptable to ask questions about an individual's disability unless it directly relates to the job. Avoid asking questions about:

- the type or nature of the disability,
- the severity of the disability, or
- how long the individual has had the disability.

A. Interviewing Persons with Disabilities

The Saskatchewan Human Rights Commission has outlined acceptable language for employers to use when interviewing persons with disabilities²⁵.

Employers are allowed to ask:

1. whether the applicant has a disability that will interfere with his/her ability to perform the job; and
2. if the answer to the above is "Yes", they must ask what functions can not be performed and what accommodations could be made that would allow the applicant to do the work adequately.

An employer *may not* ask, during the pre-employment interview or on an application form, about the nature and severity of the disability...nor...request a medical (before)...an offer of employment is made.

Some Things to Consider

Persons with disabilities do have challenges that others do not. An individual with a disability may have had trouble accessing secondary educational opportunities.

The individual has to deal with negative societal attitudes and may have had difficulty finding employment.

Take into account the "whole" of the applicant's knowledge and experience. Life experience and informal training is often as valuable as a formal education and work experience.

²⁵ Excerpted from the "Saskatchewan Human Rights Commission – Rights of Persons with Disabilities" document. Website: www.gov.sk.ca/shrc/disabil.htm

Quick Guide to Job Interviewing

To Do	To Avoid
<ul style="list-style-type: none"> • Ensure that directions to the interview are easily understandable. • Plan to interview in a room that is accessible to all interviewees. • Interview in a quiet environment – avoid noise and distractions (even if it is the work environment). • Plan for time between interviews in case an interview runs long. Anticipate the need to discuss job accommodations with candidates who have a disability. • Ask only questions that are job-related. • Demonstrate acceptance. Shake hands and greet an interviewee with a disability as you would any job candidate. • Ask if the individual requires your assistance before you step in to help. • Ask about disabilities if they directly affect job tasks. • Discuss job accommodations at the end of the interview once you have determined the individual can do the job. 	<ul style="list-style-type: none"> • Assuming he/she cannot do the job because of a disability. • Interviewing when distracted by your environment. • Trying to squeeze in as many interviews as possible and not allow time for interview to run over. • Asking personal questions – including questions regarding the nature or severity of a disability. • Showing reluctance to greet the candidate. • Assuming the individual requires your assistance with opening doors, etc., simply because he/she has a disability. • Asking personal questions even if the interviewee brings up his/her disability.

The Interview Room

- Ensure the interview takes place in a building that is accessible to individuals with mobility impairments.
- The first floor of a wheelchair accessible building or near easily accessible elevators if on another floor is ideal.
- Set aside a quiet room for the interview – where there will not be a lot of through traffic, ambient noise (such as ringing phones or people talking in the hallway) or distractions – the focus should be on the individual being interviewed, not on the environment.

Chapter Eleven: Job Accommodations

“Job accommodations are modifications to the facility, changes in job process and assistive technology that allows a person to perform at the expected performance standards”²⁶.

Not all individuals will require accommodation simply because they have a disability. Each person is unique and will have his/her own specific accommodation needs. Accommodations successful for one individual may not be for another with the same disability. Work with the employee to find solutions that best meet his/her needs and the needs of the company.

The Facts about Job Accommodations

- 20% of job accommodations cost absolutely nothing
- 51% of job accommodations suggested by JAN* cost less than \$500 (U.S.)

According to an employer survey completed by JAN* spring 2002:

- 56% of employers believed providing accommodations allowed their business to hire or retain a qualified employee
- 33% believed the cost of training new employees was eliminated
- 38% reported savings in worker's compensation and other insurance costs
- 54% stated that providing him/her with the accommodation increased the productivity of the employee

The Job Accommodation Network's (JAN) most recent survey of employers indicated that employers report a net benefit of \$25.65 (U.S.) for every dollar spent on accommodations.

All statistics are from the Job Accommodation Network (JAN). Website: www.jan.wvu.edu Additional information can be obtained from the Canadian Council on Rehabilitation and Work Job Accommodation Information Service (JAS). Website: www.ccrw.org

Job accommodations consist of three main factors²⁷.

1. Modification of Schedules or Job Duties – such as, breaking duties down into smaller tasks and creating a system of reminders for individuals with an intellectual disability or acquired brain injury.
2. Removal of Barriers through changes to the work environment – for example, clearing workplaces of clutter for employees with visual impairments.

²⁶ Job Accommodation Network Website: www.jan.wvu.edu

²⁷ Conference Board of Canada 2001, [Tapping the Talents of People with Disabilities](#), Page 42

3. Providing supports including the purchase of assistive technology – for example, using lights as visual cues for employees with hearing impairments. Some accommodations, such as the purchase of certain adaptive technology can be expensive. Other accommodations, like modifying a work schedule, may cost nothing. Barrier-Free Employers²⁸ notes that when an initially expensive accommodation is amortized over the entire period of employment it may not seem as expensive to provide.

1. Modifications to Schedules²⁹

Where the type of work allows, one of the easiest accommodations to make is modifying work schedules. The work schedule is adapted to fit the needs and capabilities of the employee. Periods of rest can be factored in where necessary. Breaks for medicine or hygienic reasons can be planned for. When possible, employees can work from home.

Flexible scheduling can take many forms. By working with the employee, a schedule can be developed that meets the needs of the employee, his/her coworkers, the employer and other stakeholders.

Example 1

An employee with Chronic Fatigue Syndrome is exhausted and has severe headaches in the morning. Scheduling options for this employee may be:

- Arranging his/her workday to begin later in the day.
- Reducing hours of work to where the employee feels he/she can manage – possibly job sharing with a coworker.
- Frequent shorter breaks throughout the day to better manage energy reserves, take medication or re-focus on the job.
- Work from home on days he/she is unable to come to the office³⁰.

Example 2

An employee with diabetes may require time throughout the day to eat or take medication to properly manage his/her blood sugar levels. An employer can accommodate this need by scheduling several short breaks throughout the day for him/her.

²⁸ Barrier – Free Employers is a publication of the Canadian Human Rights Commission. Website: www.chrc-ccdp.ca

²⁹ The Conference Board of Canada. Tapping the Talents of People with Disabilities. 2001, Page 43.

³⁰ Job Accommodation Network (JAN), fact sheet series. Accommodations for People with Chronic Fatigue Syndrome.

2. Modifications of Job Duties

An employee may not be able to complete a particular duty as it is usually done. An employer could modify the task. For example, the workers could be allowed to sit at a workstation where employees typically stand to do the job. Where modification is not possible, or is not economical, the employee could trade job duties with a coworker³¹.

3. Removal of Barriers: Changes to Work Environment

Changes to the work environment are typically physical modifications to the workspace that allow an individual to do the job. These modifications remove the barriers that could hinder the success of the employee. Physical changes to a workspace can vary widely in cost³².

Example 1
Range in Costs Involved in Removing Physical Barriers:
Wheelchair Accessibility³³

- 1. Free**
 - Rearrange office furniture to accommodate a wheelchair.
- 2. Low Cost**
 - Wood blocks used to raise height of desks so wheelchair can be accommodated.
 - Mats over rugs to assist with ease of movement.
- 3. Somewhat Costly**
 - Installation of a ramp to make the building wheelchair accessible.
 - Horizontal filing cabinets.
 - Install automatic doors.
- 4. More Expensive**
 - Renovations to hallways and bathrooms to make it wheelchair accessible.
 - Purchase of new office equipment, such as copier and faxes, accessible from a seated position.

³¹ Barrier-Free Employers. The Canadian Human Rights Commission. Website: www.chrc.ccdp.ca

³² As above.

³³ Batiste, Linda Carter, MS & Loy, Beth, Ph.D. JAN Work-site Accommodation Ideas for Office Workers Who Use Wheelchairs – II. Accommodation Ideas. Website: <http://www.jan.wvu.edu/media/Wheelchair>

Example 2

Range of Costs in Accommodations for Individuals with a Visual Impairment³⁴

1. Free

- Keep furniture and office equipment in the same place.
- Ensure traffic pathways are free of all obstacles.

2. Low Cost

- Signage with colours and contrast.
- Audible signals and fire alarms.
- Place instructions on audio tape.
- Large print stickers.
- Anti-glare screen guard.

3. Somewhat Costly

- Voice recognition and/or screen reading software.
- Magnification software.
- Large button phones.

4. More Expensive

- Close Circuit Television System (CCTV).

Example 3

Job Accommodations – Choices for Employers and Employees³⁵

A receptionist with a learning disability is having difficulty with filing. One choice of accommodation could be assigning filing to another employee. The receptionist could then be responsible for another duty such as, answering all incoming phone calls rather than sharing this duty.

Another option is to modify the way filing is done in the office. Colour coding file folders and cabinets could assist the receptionist in successfully completing this task. Reading templates could be provided. The receptionist compares the template to what is to be filed. Arranging the office to reduce visual distractions would assist the employee in staying focused on the job.

³⁴ Job Accommodation Network (JAN) fact sheet series. [Job Accommodations for Persons with Vision Impairments](http://www.jan.wvu.edu).
Website: www.jan.wvu.edu

4. Providing Supports: Purchase of Assistive Technology³⁶

Assistive technology refers to any device purchased for a worker with a disability that assists the individual to do his/her job. Cost and complexity will vary widely depending on the technology required.

Employees with disabilities will not need all, or possibly any, accommodations. For those who do, work with the employee to best determine what accommodations are required for him/her to successfully do the job.

Examples of Assistive Technology³⁷

1. Low Cost

- Book holder and page-turner for an individual with a mobility impairment.
- Task lighting for people with visual impairments or people who develop migraine headaches.
- Large button telephones for individuals with mobility, intellectual or visual impairments.

2. Moderate Cost

- Vibrating pager and cell phone with text messaging for employees with hearing impairments.
- Magnification and/or large print software for persons with visual disabilities.
- Tape recorder for recording staff meeting or reminders for workers with intellectual impairment or brain injury.

3. More Expensive

- Ergonomically designed furniture for individuals who have difficulty sitting for long periods of time. For example, someone with a back injury.
- A Braille printer for an employee with a visual disability.

5. Sources of Information on Job Accommodations

In Saskatchewan there are several organizations employers may contact for more information on job accommodations. Some of these organizations are:

- Your local Supported Employment Agency (see pages 45-50)

³⁵ Job Accommodation Network (JAN) fact sheet series. [Job Accommodations for Persons with Learning Disabilities](#)

³⁶ Job Accommodation Network (JAN) fact sheet series. [Job Accommodations for Persons with Learning Disabilities](#).

³⁷ Accommodation suggestion from the Job Accommodation Network (JAN) fact sheet series. Website: www.jan.wvu.edu

Other organizations such as:

- Canada-Saskatchewan Career and Employment Centres,
- Canadian National Institute for the Blind,
- Occupational Therapists, Kinesiologists, etc.
- Websites such as Job Accommodation Services (JAS) by the Canadian Council on Rehabilitation and Work (CCRW) – see following
- Job Accommodation Network (JAN) – U.S. – see following

Job Accommodation Resources

Job Accommodation Network (JAN)

Phone: (304) 293-7186
Email: jan@jan.icdi.wvu.edu
Mail: Job Accommodation Network
P.O. Box 6080
Morgantown, WV 26506-6080
Fax: (304) 293-5407
Website: www.jan.wvu.edu

The Canadian Council on Rehabilitation and Work Job Accommodation Information Service (JAS)

Toll Free: 1-800-664-0925 ext. 225
Email: jasinfo@ccrw.org
Website: www.ccrw.org

Barrier – Free Employers: Practical Guide for Employment Accommodation for Persons with Disabilities

Canadian Human Rights Commission
Website: <http://www.chrc-ccdp.ca>

'Paths to Equal Opportunity' Series by the Government of Ontario and the Canadian Abilities Foundation

Much of the material in these resources is applicable to employers outside of Ontario as well. The documents are excellent for both information on accommodations and general information on hiring persons with disabilities.

Abilities @ Work & Business Case for Accessibility can be found on the Website: www.equalopportunity.on.ca

VSA Best Practices Series

This is an excellent source of information for accommodation and awareness on specific disabilities. Website: www.vsarts.org/bestpractices

Neil Squire Society

This is the only national Canadian organization that for 20 years has remained focused on the successful workplace accommodation of people with physical disabilities ... through their expertise in assistive technologies and “Employ-Ability” skill development.

100 2445 –13th Avenue
Regina, SK S4P 0W1
Phone: (306) 781-6023
Fax: (306) 522-9474
Email: sk.info@neilsquire.ca
Website: www.neilsquire.ca

Training Resource Network, Inc. (TRN)

Booklet: Accommodations - The Five-Step Process for Job Success

PO Box 439
St. Augustine, FL 32085-0439
Email: customerservice@trninc.com
Website: www.trninc.com

Chapter Twelve: Government Programs

There are provincial and federal programs to assist employers in hiring persons with disabilities. Government assistance includes funding programs and information services.

Provincial

Saskatchewan Department of Community Resources and Employment

Community Living Division

Community Living is a Division of Saskatchewan Department of Community Resources and Employment. Staff of the Division work with persons with intellectual disabilities and help them access a variety of community-based services. The main objective of Community Living Division is to ensure physical, emotional and social needs are met and that people with intellectual disabilities live and function as independently as possible within their own communities.

Long-Term Employment Initiative

- Funds individual long-term employment supports such as productivity supports and job coaches.
- Contracts with community agencies to provide ongoing employment counselling, job search, job coaching, etc.

Employment Initiatives

- Contracts with community-based organizations to offset costs of additional supervision, job placement or job development costs.

For further information, contact:

Senior Consultant, Vocational Services

Community Living Division

205-110 Ominica Street West

Moose Jaw, SK S6H 6V2

Phone: (306) 694-3565

Website: www.dcre.gov.sk.ca

Saskatchewan Learning

Job Start/Future Skills

Job Start/Future Skills links training to employment. The program provides a range of skills training solutions for Saskatchewan people.

It is a program offered in partnership with Saskatchewan businesses, industry associations, individuals, public training institutions and other training deliverers to:

- Provide recognized training and employment;
- Offer opportunities for unemployed Saskatchewan people who need job skills;
- Provide employers with the skilled workers they need to fill new positions;
- Help industry associations, communities and training institutions to work together to meet training and employment needs specific to industry; and
- Enable public training institutions to respond quickly to industry needs for skilled workers.

For more information, call the Career Information Hotline: 1-800-597-8278

Email: jobstart@sasked.gov.sk.ca

Website: www.sasked.gov.sk.ca/jobstart

Joint Federal – Provincial Initiatives

Saskatchewan Department of Community Resources and Employment

Canada – Saskatchewan Career and Employment Services

Programs and services to help individuals find work and employers find the workers they need.

- Internet job posting service (at no cost to the employer).
- Assistance with recruitment and retention strategies, determining job requirement and interview techniques.
- **Employment Supports for Persons with Disabilities** – an array of supports to assist eligible persons with disabilities find and maintain employment. This includes productivity supports for employers.
- **Community Works** – funding assistance to community based organizations to hire eligible employees.

Saskatoon 90-23 rd Street East Saskatoon, SK S7K 0H8 Telephone: (306) 933-6281 Job Orders: (306) 933-5859 IVR (for work seekers): (306) 933-5686	
Southwest Region	
Moose Jaw 61A Ross Street West Moose Jaw, SK S6H 2M2 Telephone: (306) 694-3699 Fax: (306) 694-3423	Swift Current 129-2 nd Avenue North East P.O. Box 5000 Swift Current, SK S9H 4G3 Telephone: (306) 778-8230 Fax: (306) 778-8946
Regina 1911 Broad Street Regina, SK S4P 3V7 Telephone: (306) 787-2160 Fax: (306) 787-3944	
Southeast Region	
Estevan 1302A -3 rd Street Estevan, SK S4A 0S2 Telephone: (306) 637-3820 Fax: (306) 637-4570	Fort Qu'Appelle 740 Sioux Avenue Fort Qu'Appelle, SK S0G 1S0 Telephone: (306) 332-3404 Fax: (306) 332-3417
Weyburn 110 Souris Avenue Weyburn, SK S4H 2Z9 Telephone: (306) 848-2568 Fax: (306) 848-2570	Yorkton 220 Smith Street East Yorkton, SK S3N 3S6 Telephone: (306) 786-1354 Fax: (306) 786-1541
Wynyard 400A Avenue D West Carlton Trail College Box 716 Wynyard, SK S0A 4T0 Telephone: (306) 554-2231 Fax: (306) 554-3205	

Hotline: 1-888-775-3276

Website: <http://www.sasknetwork.gov.sk.ca>

Email: hotline@sasked.gov.sk.ca

Saskatchewan Learning

Employability Assistance for People with Disabilities (EAPD) Program

The program provides funding to assist adults with disabilities to prepare for secure and maintain employment. Various supports are offered, including training-on-the-job, vocational and work assessments, psycho-educational assessments, job coaching, support for employers, and disability-related costs in a wide variety of post-secondary education and training programs.

The cost of the program is shared between the Government of Saskatchewan and the Government of Canada under the *Multilateral Framework for Labour Market Agreements for Persons with Disabilities*.

Office hours are 8:00 a.m. to 5:00 p.m. Monday to Friday.

Saskatchewan Learning
12th Floor, 1945 Hamilton Street
Regina, SK S4P 3V7
Phone: (306) 787-5602
Fax: (306) 787-7182

Federal

Human Resources and Skills Development Canada (HRSDC)

Opportunities Fund for Persons with Disabilities

- To assist persons with disabilities in preparing for, obtaining and keeping employment or becoming self-employed.
- To support an array of activities such as, but not limited to, the following: encouraging employers to hire workers with disabilities, increasing the employment skills of persons with disabilities, providing work experience, and assisting individuals with starting their own business; and
- To work in partnership with organizations for persons with disabilities, including the private sector, to support innovative approaches to intergrate individuals with disabilities into employment or self-employment and address barriers to an individual's labour market participation.
- Funding may be provided to cover costs such as wages and related employer expenses.
- Funding approved for up to 52 weeks may be extended up to 78 weeks.
- For a fact sheet on Opportunities Fund, go to: <http://www.hrsdc-rhdcc.gc.ca>

Or contact your local **Human Resources and Skills Development Canada (HRSDC):**

Phone: 1-800-206-7218

TTY: 1-877-885-6488

<http://www.sk.hrsdc-rhdcc.gc.ca>

For information on other **Government of Canada** programs and services:

Call: 1-800-O-Canada/1-800-622-6232

TTY: 1-800-465-7735

or visit: www.canada.gc.ca

A. Information Services

For employers who are interested in more information, the provincial and federal governments have several excellent publications available.

Office of Disability Issues, Saskatchewan

The Office of Disability Issues

14th Floor, 1920 Broad Street

Regina, SK S4P 3V6

TTY: (306) 787-7283

Fax: (306) 798-0364

Email: odi@dcre.gov.sk.ca

Website: www.gov.sk.ca/odi/

1. Saskatchewan's Disability Action Plan

Office for Disability Issues

25 Eddy Street, Suite 100

Gatineau, Quebec K1A 0M5

Phone: 1-800-269-9607 TTY: 1-800-465-7735

Fax: (819) 953-4797

Email: disability@communication.gc.ca

Website: <http://www.hrdc-drhc.gc.ca/hrib/sdd-dds/odi/content/odipub.shtml>

1. A Way with Words and Images – terminology
2. Advancing the Inclusion of Persons with Disabilities – disability report
3. Disability Research Bulletin – current status of disability research
4. Guide to Planning Inclusive Meeting and Conferences – tips for organizers

Canadian Human Rights Commission

National Office

344 Slater Street, 8th Floor

Ottawa, Ontario K1A 1E1

Phone: (613) 995-1151

Toll Free: 1-888-214-1090

TTY: 1-888-643-3304

Fax: (613) 996-9661

Website: <http://www.chrc-ccdp.ca>

1. A Guide to Screening and Selection in Employment
2. A Place for All: A Guide to Creating an Inclusive Workforce
3. Barrier-Free Employers
4. Bona Fide Occupational Requirements

Enquiries Centre

Human Resources and Skills Development Canada

140, Promenade du Portage

Phase IV, Level 0

Hull, Quebec K1A 0J9

Website: <http://socialunion.gc.ca>

1. In Unison: A Canadian Approach to Disability Issues

Chapter Thirteen: Coworkers of Persons with Disabilities

Morale in the workplace can be adversely affected if there is not a good fit between the new employee and the existing culture of the organization. This is especially true if the new employee is a person with a disability. Coworkers may feel uncomfortable working with an individual with a disability. Accommodations made in the workplace on behalf of the employee with disabilities may cause resentment if coworkers believe the employee is being singled out for special treatment.

“Introducing an employee with a disability to a work group can create an anxiety for coworkers. Individuals with little exposure to persons with disabilities may be fearful simply because they do not know what to expect and how to behave”³⁸.

An employer can avoid future problems by preparing staff members for the new employee’s arrival. Preparation involves communication with employees regarding:

1. Role of the Employee with a Disability in the Workplace

For example, what type of work will the employee be doing?

2. Job Accommodations Being made for the Employee and the Reasons Why the Accommodations are Necessary

For example, coworkers without disabilities are told a new employee who has arthritis will be provided with a stool for a job for which they must stand for long periods of time. By explaining that the employee needs the accommodation in order to do the job, the employer can deal with concerns of fairness and favouritism other employees may have.

3. Disability Awareness Training

It is critical to provide employees with information on how to:

- Support their coworkers with disabilities;
- Develop an understanding and sensitivity to the employee(s) with a disability; and

³⁸ A Guide for Employers. Tapping the Talents of People with Disabilities: The Conference Board of Canada, 2001. Page 36.

- Use appropriate terminology and methods of communicating with coworkers who have disabilities.

“People need an opportunity to ask questions, air views and provide input...”³⁹

Supported Employment agencies are excellent resources to train employees in Disability Awareness. A workshop may be organized for your employees by an organization that provides Supported Employment services. Employers may also request information to train their own staff members.

When prepared, coworkers may become one of the main sources of support for the employee with disabilities. “Coworkers acknowledged that they perceive themselves to be primary sources of support for coworkers with disabilities... the informal support which they provided to coworkers with disabilities emerged naturally from personal relationships”⁴⁰.

Persons with disabilities are included as valued and equal coworkers. The relationship will extend beyond the formal work relationship to include social opportunities for the employee with disabilities.

It is critical to lay the proper groundwork before the employee with disabilities enters the workplace to avoid problems in the future.

A Success Story

Our staff have become more aware of the challenges...persons (with disabilities) face each day. Staff is supportive, patient and helpful in their daily interactions with fellow employees and specifically with our... employee (with disabilities).

*Investment Company
- Regina, SK*

³⁹ A Guide for Employers. Tapping the Talents of People with Disabilities: The Conference Board of Canada, 2001.

⁴⁰ Workplace Experiences with the Employment of Individuals with Disabilities: Recommendations for Policy and Practice. Butterworth, John & Pitt-Catsoupes, Marcie. September, 1996, Page 13.

Chapter Fourteen: Supported Employment

Supported Employment is considered to be one of the most practical employment options for both employers and individuals with disabilities. It allows employers to save time and money by prescreening candidates, offsetting training costs and reducing hiring risks through the provision of ongoing support services. Many individuals with disabilities also consider it to be a practical approach because of the extensive range of services offered both before the placement and after⁴¹.

Employers do successfully hire persons with disabilities without the assistance of outside organizations. 36.9% of employers, who have hired persons with disabilities surveyed for this project, hired their employees with disabilities independently. When a company needs assistance with hiring workers with disabilities, Supported Employment Agencies are an excellent resource⁴².

A. Access to Qualified Job Candidates

Job applicants frequently have received job preparation and skills training to prepare for employment. Job matching services are offered to put the most qualified individual into the workplace. Even employers not requiring Supported Employment Services may benefit, as they are an excellent place to advertise jobs.

B. Information on Job Accommodations

Supported Employment Agencies have access to information and resources that can be difficult for employers to find on their own, such as knowledge on specific disabilities. They can also assist an employer in finding appropriate solutions to accommodation problems.

C. Information on Government Assistance Programs

Supported Employment Agencies have access to the latest information on federal and provincial government assistance programs. They can direct employers to the government programs, which may provide informational or

⁴¹ Grenier, Denis, Quesnel, Jane & McTaggart, Tory. Providing the Missing Link for Success. EnableLink: Employment Articles, Page 2. Website: <http://www.enablelink.org>

⁴² North East Supported Employment Program

financial services. They can assist businesses in finding out how to qualify for programs and how to apply. Applications can be made on behalf of the employer and employee.

D. Disability Awareness Training for Workplaces

Supported Employment Agencies may conduct Disability Awareness workshops in the workplace. Employees can ask questions, learn proper methods of communication and discuss concerns.

E. Job Coaching Services⁴³

Job coaching services may be required to support the employee in the workplace. The Supported Employment Agency can arrange for a trained job coach to assist both the employee and employer in creating a successful employment relationship.

Job Coaches provide the employee with:

- On-the-job training
- Intergration into the workplace
- Supervision
- Career development
- Analysis of job performance
- Assistance in establishing relationship and supports in the workplace
- On-going support when required

Job Coaches provide the employer with:

- Employee training and support
- Accommodation information
- Disability awareness training for employees
- Training methods
- Education and information
- On-going supports and follow-up as concerns arise or requirements change

Additional services that may be available are:

- Alternative employment solutions
- Networking – contact the employer and community networks⁴⁴
- Display job posting⁴⁵
- Employer awareness education⁴⁶

⁴³ North East Supported Employment fact sheet – [Job Coach](#)

⁴⁴ Saskatoon Employment Access Resource Centre for Human Services <http://www.searchssask.com>

⁴⁵ Same as above.

⁴⁶ Same as above.

Chapter Fifteen: Employment Solutions

1. Job Carving

Job carving is “analyzing work duties at a job location and identifying specific tasks that might be assigned to an employee with disabilities. This type of job creation is helpful with individuals who...may not be in the market for full-time employment”⁴⁷.

Job carving is an employment option that is particularly useful when hiring workers with disabilities. “Clients offer a certain skill a few hours a week to perform specialized jobs in the workplace...”⁴⁸.

Job carving is a way of creating work for employees with disabilities that do not have the capacity to work full-time. Duties that full-time workers do not have time for are excellent opportunities for employers to introduce job carving into the workplace.

Examples of Job Carving

1. An employee shreds documents for the business.
2. A large corporation hires an individual to fill out time sheets.
3. A business hires a person to clean the sidewalk after a snowfall.
4. An individual photocopies and distributes the corporate newsletter.
5. A person stuffs fliers into the weekly newspaper.

Job carving has several advantages for employers:

- Gives the opportunity to see the employee’s capabilities;
- Frees other employees’ time to concentrate on more important aspects of their jobs;
- Enables the employer to see if there are other tasks which the employee could undertake; and
- Gives the employer a reliable employee⁴⁹.

⁴⁷ Griffin, Cary. Job Carving as a Job Development Strategy. In Facing the Future: Best Practices in Supported Employment. 1996, Page 36

⁴⁸ Chandonnet, Ann. Juneau Job Developer Thinks Outside The Pigeon Hole. Juneau Empire Online Local News. October 25, 2001, Page 2. Website: <http://www.juneauempire.com>

⁴⁹ As above.

Job carving can be an employment option that benefits the employee, coworkers and the employer. Supported Employment Agencies can assist businesses in identifying duties suitable for job carving.

2. Working from Home/Telework

When the type of work allows, working from home is an option for employees that find it too difficult to physically go to the workplace.

Organizations of many kinds...have found that home-based telework is a human resource tool that offers new opportunities to:

- Accommodate existing employees who have disabilities;
- Retain existing employees who develop disabilities;
- Attract and recruit new employees from a larger, more diverse pool of job seekers⁵⁰.

Resource

An excellent resource on home-based employment is Best Practices in the Home-Base Employment of People with Disabilities handbook that provides guidelines and best practices for the planning, implementation and maintenance of successful home-based telework arrangements involving workers with disabilities. - \$15.00.

Website: <http://www.disabilitystudies.ca/publications.html#top>

Supported Employment Agencies can work with businesses to find solutions for home-based work to keep employees with disabilities working. Information, job matching, awareness training and support services are all valuable resources for businesses hiring workers with disabilities.

⁵⁰ Canadian Centre of Disability Studies. Best Practices in the Home-Based Employment of People with Disabilities. January 2002, Page 5. Website: <http://www.disabilitystudies.ca/bestpractices>

Saskatchewan Supported Employment Agencies & Services

Provincial Services

Supported Employment Network of Saskatchewan, Inc. (SENS)

c/o Tracy Meyers, BVT/Ed
Box 2464
Prince Albert, SK S6V 7G3
Phone: (306) 764-3740
Fax: (306) 764-7924
Email: tracy.meyers@shaw.ca
Website: <http://www.mysens.ca>
Forum: <http://forum.mysens.ca>

Supported Employment Transition Initiative (SETI)

c/o Tracy Meyers, BVT/Ed
Box 2464
Prince Albert, SK S6V 7G3
Phone: (306) 764-3740
Fax: (306) 764-7924
Email: tracy.meyers@shaw.ca

The Saskatchewan Employment Equity and Diversity Association, Inc. (SEEDA)

c/o Neil Squire Society
100 2445 –13th Avenue
Regina, SK S4P 0W1
Phone: (306) 781-6023
Fax: (306) 522-9474
Website: <http://www.seeda.ca>

Saskatchewan Association of Rehabilitation Centres (SARC)

111 Cardinal Crescent
Saskatoon, SK S7L 6H5
Phone: (306) 933-01616 Toll Free: 1-800-667-3016
Fax: (306) 653-3932
Website: www.sarcsarcan.ca

Saskatchewan Association for Community Living (SACL)

3031 Louise Street
Saskatoon, SK S7J 3L1
Phone: (306) 955-3344
Fax: (306) 373-3070
Website: www.sacl.org

disability Management Services

1410 Kilburn Avenue
Saskatoon, SK S7M 0J8
Phone: (306) 653-1694
Fax: (306) 652-8889
Email: smekawi@abilitiescouncil.sk.ca

Regional Services

North East Supported Employment Program

Box 357
Tisdale, SK S0E 1T0
Phone: (306) 873-4550
Toll Free: 1-877-873-4550
Fax: (306) 873-4645
Email: nesep@sasktel.net

Prince Albert Supported Employment (PASE) Program

101-15th Street West
Prince Albert, SK S6V 3P7
Phone: (306) 953-4486 or 953-4487
Fax: (306) 953-4480
Email: d.britski@pacsc.com or d.bannerman@pacsc.com
Website: www.pacsc.com

Prince Albert Grand Council

1st Floor 1004 1st Avenue West
Prince Albert, SK S6V 4Y4
Phone: (306) 765-5300
Fax: (306) 764-7295

Partners in Employment

222 Smith Street East
Yorkton, SK S3N 3S6
Phone: (306) 782-0023
Fax: (306) 782-6967
Email: cminke@abilitiescouncil.ca
Website: www.abilitiescouncil.ca

Multiworks Vocational Training Corporation

709 Sergent Avenue
Meadow Lake, SK S9X 1H9
Phone: (306) 236-3200
Fax: (306) 236-3335
Email: mwvocational@sasktel.net

Prairie Employment Program

1381 A –101 Street
North Battleford, SK S9A 0Z9
Phone: (306) 445-6404
Fax: (306) 445-6414
Email: larry@pepservices.ca
maurice@pepservices.ca

The Bea Fisher Centre

P.O. Box 296
3514 – 51st Avenue
Lloydminster, SK S9V 0Y2
Phone: (780) 875-3633
Fax: (780) 875-6513

SEARCHs

524-2nd Avenue North
Saskatoon, SK S7K 2C5
Phone: (306) 343-3463
Fax: (306) 343-3460
Email: searchs.brian@sasktel.net
Website: www.searchssask.com

**Partners in Employment
Career and Employment Centre**
316 – 2nd Avenue North
Saskatoon, SK S7K 2B9
Phone: (306) 657-2450
Fax: (306) 657-2460
Internet: www.abilitiescouncil.sk.ca

Cosmopolitan Industries Limited
28 – 34th Street East
Saskatoon, SK S7K 3Y2
Phone: (306) 664-3158
Fax: (306) 244-5509
Email: info@cosmoindustries.com

Saskatoon Open Door Society
247-1st Avenue North
Saskatoon, SK S7K 1X2
Phone: (306) 653-4464
Fax: (306) 653-4404
Email: bzimmerman@sods.sk.ca

**North Saskatchewan Independent Living Centre
Navigating The Waters**
237-5th Avenue North
Saskatoon, SK S7K 2P2
Phone: (306) 665-5508
Fax: (306) 244-2453
Email: ntw@nsilc.com
Website: www.nsilc.com

Partners in Employment

825 McDonald Street
Regina, SK S4N 2X5
Phone: (306) 569-9048
Fax: (306) 352-3717

South East Supported Employment Committee

Lorri Solomon

Box 196
Manor, SK S0C 1R0
Phone: (306) 448-4526
Fax: (306) 448-4908
Email: gems@sasktel.net

Community Advocates for Employment (CAFÉ)

1132 – 4th Street
Estevan, SK S4A 0W7
Phone: (306) 634-9554
Fax: (306) 634-9566
Email: café@estevan@sasktel.net

Weyburn & Area Supportive Employment Services Inc. (W.A.S.E.S)

17-3rd Street North East
Weyburn, SK S4H 0W1
Phone: (306) 842-9081
Fax: (306) 842-0205

Phyllis Edgington

Cypress Hills Ability Centres

Box 878
Shaunavon, SK S0N 2M0
Phone: (306) 297-2773
Email: chaiceo@sasktel.net

Mallard Diversified Services

109-2nd Street South West
P.O. Box 7
Wadena, SK S0A 4J0
Phone: (306) 338-3322
Fax: (306) 338-2722

**Partners in Employment
Supported Employment Services**
350 Cheadle Street West, 3rd Floor
Swift Current, SK S9H 4G3
Phone: (306) 773-1446
Fax: (306) 773-3700
Website: www.abilitiescouncil.sk.ca

Cosmopolitan Learning Centre
Box 1517
Regina, SK S4P 3C2
Phone: (306) 721-2271
Fax: (306) 721-0728
Email: cosmo.com.service@sasktel.net

South Saskatchewan Independent Living Center (SSILC)
2220 Albert Street
Regina, SK S4P 2V2
Phone: (306) 757-7452
Fax: (306) 757-5892
Email: lori@ssilc.ca
Website: www.ssilc.ca

**Canadian Council on Rehabilitation and Work (CCRW)
Partners for Workplace Inclusion Program (PWIP)**
#203-229 4th Avenue South
Saskatoon, SK S7K 4K3
Phone: (306) 651-7177
Fax: (306) 651-7178
Email: rwagner@ccrw.org
Websites: www.ccrw.org www.workink.com

Other Saskatchewan Organizations Providing Employment Services

<p>Alternative Employment and Independence Group P.O. Box 2198 Humboldt, SK S0K 2A0 Phone: (306) 682-1455 Fax: (306) 682-3101</p>	<p>Assemblée Communautaire Fransaskoise 220-3850 Hillsdale Street Regina, SK S4S 7J5 Phone: (306) 569-1912 Fax: (306) 781-7916 Website: www.fransaskois.sk.ca</p>
<p>Canadian Mental Health Association Division Office (Provincial) 2702-12th Avenue Regina, SK S4T 1J2 Phone: (306) 525-5601 Fax: (306) 569-3788 Email: cmhask@cableregina.com Website: www.cmhask.com</p>	<p>Canada – Saskatchewan Career and Employment Services</p> <p>Please refer to pages 33 – 35 in guide.</p>
<p>Career Headways Inc. 1919 Broad Street Regina, SK S4P 2Z6 Phone: (306) 352-8768 Fax: (306) 569-9088 Email: lbrownstone-chi@gglo.com</p>	<p>Canadian National Institute for the Blind 2550 Broad Street Regina, SK S4P 3Z4 Phone: (306) 525-2571 Fax: (306) 565-3300 Website: www.cnib.ca</p>
<p>Canadian Paraplegic Association (Head Office) 3-3012 Louise Street Saskatoon, SK S 7J 3L8 Phone: (306) 652-2957 Fax: (306) 652-2957 Website: www.canparaplegic.org</p>	<p>Carlton Trail Regional College Box 720, 623 7th Street Humboldt, SK S0K 2A0 Phone: (306) 682-2623 Toll Free: 1-800-667-2623 Fax: (306) 682-3101 Email: painterm@ctrc.sk.ca Website: www.ctrc.sk.ca</p>

<p>Futuristic Industries P.O. Box 340 Humboldt, SK S0K 2A0 Phone: (306) 682-2822 Fax: (306) 682-5488</p>	<p>Gary Tinker Federation Box 5000 La Ronge, SK S0J 1L0 Phone: (306) 425-4380 Fax: (306) 425-4383 Toll Free: 1-800-667-4380 Email: george.ward@sasked.gov.sk.ca</p>
<p>Learning Disabilities Association of Saskatchewan 609 25th Street East Saskatoon, SK S7K 0L7 Phone: (306) 652-4114 Fax: (306) 652-3220 Email: dale.rempel@ldas.org</p>	<p>Métis Employment & Training of Saskatchewan Inc. (METSI) 104-219 Robin Crescent Saskatoon, SK S7L 6M8 Phone: (306) 668-7671 Fax: (306) 244-5336 Toll Free: 1-866-885-1588 Website: www.metsi.sk.ca</p>
<p>Neil Squire Society 100 2445 –13th Avenue Regina, SK S4P 0W1 Phone: (306) 781-6023 Fax: (306) 522-9474 Email: sk.info@neilsquire.ca Website: www.neilsquire.ca</p>	<p>Ochapowace Economic Development P.O. Box 190 Broadview, SK S0G 0K0 Phone: (306) 696-3210 Fax: (306) 696-3225</p>
<p>Portage Vocational Society 10204 –11th Avenue P.O. Box 1383 North Battleford, SK S9A 3M1 Phone: (306) 445-3752 Fax: (306) 445-4300</p>	<p>Regina Open Door Society 1855 Smith Street Regina, SK S4P 2N5 Phone: (306) 352-3500 Fax: (306) 757-8166 Email: rods.empl@cableregina.com</p>
<p>Rail City Industries Box 2318 Melville, SK S0A 2P0 Phone: (306) 728-4363 Fax: (306) 728-2565</p>	

<p>Regina Work Prep 2022 Halifax Street Regina, SK S4P 1T7 Phone: (306) 757-9096 or 359-9044 Email: workprep@sasktel.net</p>	<p>Regional Employment Development 325 – 3rd Avenue North Saskatoon, SK S7K 2H9 Phone: (306) 665-6762 Fax: (306) 665-1171</p>
<p>Saskatchewan Association for the Rehabilitation of the Brain Injured #5 – 501 45th Street West Saskatoon, SK S7L 5Z9 Phone; (306) 373-3050 Fax: (306) 373-5655</p>	<p>Saskatchewan Brain Injury Association 1702-20th Street West, C Wing Saskatoon, SK S7M 0Z9 Phone: (306) 373-1555 Fax: (306) 373-5655 Email: infor@saskbia.org Website: www.braininjury-sbia.ca</p>
<p>Saskatchewan Deaf and Hard of Hearing Services #3-511 1st Avenue North Saskatoon, SK S7K 1X5 Phone: (306) 665-6575 Fax: (306) 665-7746 Toll Free: 1-800-667-6575 Website: www.sdhhs.com Email: sdhhs@sk.sympatico.ca</p>	<p>Society for the Involvement of Good Neighbors 83rd Street North Yorkton, SK S3N 0G9 Phone: (306) 783-9409 Fax: (306) 786-7116 Email: Sign@sk.sympatico.ca</p>
<p>STC Urban First Nations Services Inc. 200-335 Packham Avenue Saskatoon, SK S7K 1L9 Phone: (306) 956-6100 Fax: (306) 244-1097 Website: www.sktc.sk.ca</p>	<p>Thunder Creek Rehabilitation Association Inc. P.O. Box 372, 1503 Spadina Street South West Moose Jaw, SK S6H 4N9 Phone: (306) 693-2814 Fax: (306) 692-3447 Website: www.seeda.ca/reg4mj.htm</p>
<p>Woodland Cree Enterprises Inc. (First Nations) Box 419 Air Ronge, SK S0J 3G0 Phone: (306) 425-4977 Fax: (306) 425-3441</p>	<p>Work Preparation Centre 101 15th Street West Prince Albert, SK S6V 3P7 Phone; (306) 953-4460 Fax: (306) 953-4480 Email: s.grumbo@pacsc.com Website: www.pacsc.com</p>

Publications

<p>“Tapping the Talents of People with Disabilities.” 2001 Website: www.conferenceboard.ca Member Services: (613) 526-3090, Ext. 263</p>	<p>“Building Bridges Between the Corporate Sector and the Disability Community.” March 2001 Canadian Centre on Disability Studies Website: www.disabilitystudies.ca/bridges.html</p>
<p>“Guide for New Workers” Saskatchewan Labour Prevention Services Branch 1870 Albert Street Regina, SK S4P 3V7 Inquiry: (306) 787-3151 Fax: (306) 787-0036 Toll Free: 1-877-419-3510 www.readyforwork.sk.ca www.labour.gov.sk.ca</p>	<p>Supported Employment Transition Initiative 3 Part Video Series Saskatchewan Association of Rehabilitation Centres C/o Jamie Ryan 111 Cardinal Crescent Saskatoon, SK S7L 6H5 Phone: (306) 933-0616 Fax: (306) 653-3932 Website: www.sarcsarcan.ca</p>

Internet Resources

<p>Canadian Association for Supported Employment www.supportedemployment.ca</p> <p>Training Resource Network, Inc. www.trninc.com</p>

For Additional Copies

“Guide to Hiring Persons with Disabilities for Saskatchewan Employers”

Please Contact:

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c/o North East Supported Employment Program
P.O. Box 357
Tisdale, SK
S0E 1T0

Phone: 306-873-4550
Fax: 306-873-4645
Toll Free: 1-877-873-4550
Email: nesep@sasktel.net

Or

www.mysens.ca

Or

www.sarcsarcan.ca

NEWSASK
Community Futures Development Corporation



Feedback

The goal of this project is to give Saskatchewan Employers information on hiring persons with disabilities that is both useful and useable. We would appreciate it if you could take a few moments to let us know what we've done right and where we could improve. Please send your feedback to:

Guide to Hiring Persons with Disabilities for Saskatchewan Employers

c/o North East Supported Employment Program or Phone: (306) 873-4550
Box 357 Fax: (306) 873-4645
Tisdale, SK S0E 1T0 Email: nesepe@sasktel.net

1. What information did you find useful? What did you like about the Guide?

2. What didn't you like about the Guide? Do you feel anything requires changing?

3. Do you like the format?

4. Is there any information you would like to see added or omitted from this Guide?

Comments:

Thank you for taking the time to provide us your feedback.