



FINAL REPORT  
DIVERSITY PLANNING FOR INCLUSIVE EMPLOYMENT  
EMPLOYER SURVEY

**Submitted to:**

**The Canadian Council on Rehabilitation and Work  
111 Richmond Street West, Suite 401  
Toronto, ON M5H 2G4**

**Submitted by:**

**Chris Hornberger, Partner  
Peter Milley, CMC, Partner  
Halifax Global Inc.  
1969 Upper Water Street, Ste. 2200  
Halifax, NS, B3M 3Y7**

**Telephone: (902) 491-4483  
Facsimile: (902) 431-3105  
E-Mail: [Chris.Hornberger@halifaxglobal.com](mailto:Chris.Hornberger@halifaxglobal.com)  
[Peter.Milley@halifaxglobal.com](mailto:Peter.Milley@halifaxglobal.com)**

**September 7, 2005**

This project was funded by the Government of Canada's Social Development Partnerships Program. The opinions and interpretations in this publication are those of the author and do not necessarily reflect the Government of Canada.

Canada 

---

# TABLE OF CONTENTS

---

	<b>Page</b>
<b>1. EXECUTIVE SUMMARY .....</b>	<b>1</b>
Purpose and Objectives.....	1
Research Approach & Methodology.....	2
Findings & Analysis .....	3
Conclusions .....	3
Recommendations.....	4
<b>2. INTRODUCTION &amp; OVERVIEW OF RESEARCH PROGRAM .....</b>	<b>6</b>
Purpose & Objectives .....	6
Research Approach & Methodology.....	8
Summary of Focus Group Participation.....	9
Summary of On-Line Survey Respondents.....	10
<b>3. FINDINGS &amp; ANALYSIS .....</b>	<b>17</b>
Introduction & Overview.....	17
Current Situation .....	17
Organizational Attitudes & Culture .....	20
Awareness of Obligations & Opportunities.....	25
Accommodating Employees With Disabilities.....	29
Need for Information & Support Resources.....	33
Other Relevant Issues .....	36
<b>4. CONCLUSIONS &amp; RECOMMENDATIONS .....</b>	<b>38</b>
Summary of Findings.....	38
Conclusions .....	39
Recommendations.....	40
<b>APPENDIX A – SURVEY QUESTIONNAIRE.....</b>	<b>42</b>
Questionnaire.....	42
Detailed Results, By Question .....	50
<b>APPENDIX B – ORGANIZATIONS REPRESENTED IN FOCUS GROUP SESSIONS.....</b>	<b>82</b>
<b>APPENDIX C – KEY ISSUES ARISING FROM 7 EMPLOYER FOCUS GROUP SESSIONS ....</b>	<b>84</b>

## 1. EXECUTIVE SUMMARY

---

### **Purpose and Objectives**

The mission of the Canadian Council on Rehabilitation and Work, (CCRW), is to promote and support the meaningful and equitable employment of persons with disabilities. CCRW provides labour market information and resources, education, training and Internet-based services supporting the employment of job-seekers with disabilities. As well, the CCRW undertakes comprehensive research as the basis for identifying barriers to employment and for encouraging all stakeholders (employers, job-seekers with disabilities, governments, rehabilitation professionals, labour leaders and educators) to work together on the development of standards, policies and practices and programs that will lead to increased employment opportunities for persons with disabilities.

The 2003 & 2004 Employment Equity Act (EEA) Annual Reports demonstrate that little or slow progress is being made with respect to employment of persons with disabilities. Current reported employment of persons with disabilities remains below levels reported a decade ago. Statistically, the 2003 EEA Annual Report shows that only marginal numbers of the over two million employees in the organizations covered by the Report were persons with disabilities. Correspondingly, the number of hires of persons with disabilities has increased by 300 employees from 2001, and, remains 1,600 below the now historical record of 16,100 hires established in 1995.

The reasons for this weak level of performance by these employers with regard to employment of job-seekers with disabilities are not particularly well understood nor clearly articulated from the employer's viewpoint and perspective. Information that does exist is largely anecdotal and does not support development of specific, workable recommendations for actions that can be taken to increase levels of employment of persons with disabilities. The CCRW identified the need for development of a much more detailed and comprehensive understanding of the organizational and management culture, human resource management and, especially the recruitment infrastructure and practices of these organizations (employers).

The primary purpose of this study was to gather information from identified, targeted employers about their awareness of the disability agenda and their obligations under the governing EEA and Human Rights Code as they relate to employing persons with disabilities.

A corollary purpose of the research is to assist the disability community (in general) with concrete measures/methods that employers require to increase their capacity for enabling Canadians with disabilities to participate fully in the workplace.

To achieve this purpose the following specific research objectives were addressed:

- Develop base-line information about employer organization awareness of obligations to comply with the Employment Equity Act (EEA);
- Determine whether employers are currently hiring job-seekers with disabilities;
- Determine whether employment equity policy/action plans exist within respondent organizations;
- Identify employer needs and receptiveness with regard to support resources to assist in the development of an employment equity action plan;
- Determine the extent to which employer organizations have established diversity targets/goals for the next 5 years;
- Identify points of responsibility and accountability within organizations for diversity and EEA compliance;
- Determine whether respondent employers have designated budget resources for expenses related to work place accommodations;
- Determine respondent employers' experience in hiring job-seekers with disabilities;
- Identify the need within respondent organizations for sensitivity training regarding persons with disabilities in the workforce;
- Identify within respondent organizations the educational and training requirements related to employment of persons with disabilities; and,
- Define best methods of communication for employers to use to connect with potential employees, relevant community agencies, and relevant government regulatory and resource agencies about issues related to employing persons with disabilities.

## **Research Approach & Methodology**

The research program comprised of three key elements:

- A review of studies, reports and other secondary research;
- A series of seven focus groups held across Canada with participants representing sixty-two (62) organizations; and,
- A web-based on-line survey.

More than 700 respondents provided input to the research program as shown in the following table:

Research Program Element	# of Respondents
7 Focus Group Sessions	78
On-Line Survey (incl. hard copy French language responses)	616
Individual Consultations & Advisory Committee Input	7
<b>Totals</b>	<b>701</b>

## Findings & Analysis

Seven key findings emerged from the project. These are:

- Attitudes and cultural biases within organizations continue to be a barrier against the hiring of persons with disabilities;
- Awareness of statutory obligations with regard to recruiting, hiring and employing persons with disabilities remains quite low;
- Accountability for achievement of EEA targets is generally poor;
- Costs associated with the duty to accommodate can be and are used as rationales for not hiring job-seekers with disabilities;
- There is low awareness of and expectation that government or community groups can provide effective support to help organizations deal with sensitivity to issues related to working with persons with disabilities;
- An overwhelming number of respondents indicated a need for a centralized information source such as a single entry web-based portal; and,
- The requirements of the EEA to employ persons with disabilities and the prohibition in the Personal Information Protection Electronic Documents Act (PIPEDA) against asking individuals about disability creates a conflict that is seen as a “major problem” by employers in all sectors.

## Conclusions

Four key conclusions were formed from the research findings –

There are at least two key issues identified that warrant much more detailed research:

- Whether employees with disabilities may face career growth constraints as a result of attitudes, perceptions and biases within the organizations in which they are employed, and

- Whether the difficulties organizations experience finding qualified candidates for employment from among the population of persons with disabilities varies by region, by sector, by nature of the jobs for which employees with disabilities are being sought, or by size of the prospective employer organization.

Perceptions, attitudes and cultural biases within organizations constrain the recruitment, hiring and employment of persons with disabilities. Yet, the existence of these perceptions, attitudes and biases is recognised, as is the need for external creative, effective marketing, communications and public relations initiatives to foster change.

With limited incremental funding to support communications initiatives and with a commitment to stable multi-year financial support, the effectiveness of current spending allocated to delivery of support to job seekers with disabilities could potentially be increased by 30 – 40 %.

There is no consistent approach to providing assistance or information to employers about issues relating to employment of persons with disabilities. Community organizations deliver programs and provide information based on whatever capacity and capabilities they may have, rather than in support of an overall national strategy or plan to enhance employment of persons with disabilities.

## Recommendations

Based on these conclusions, the consulting team recommends the following –

### *1. Strategic Initiatives –*

CCRW should seek support from appropriate funding agencies to develop:

- a detailed, strategic business plan and operating model to define the needs of key stakeholders relating to enhancing employment opportunities for persons with disabilities;
- a companion implementation plan to provide a roadmap for ‘roll out’ of the strategy; and
- an evaluation framework to measure performance and progress following implementation.

Elements of the strategy should include –

- National Employment Delivery Strategy and Accommodation Fund

A national employment delivery strategy specific to persons with disabilities would strive to bring consistency to employment programs across the country. An element of this strategic initiative could include the creation of a national accommodation fund.

- Comprehensive Marketing And Communications Program

A complementary marketing and communications program should be designed to address effectively and ultimately change the perceptions, attitudes and biases that currently constrain the employment of persons with disabilities. A key element should include a web portal that would serve as a multi-faceted ‘single point of entry’ to provide information resources and program material.

## ***2. Effective EEA Planning***

CCRW should develop practical templates for equity plans and their associated implementation plans. Additionally, CCRW could support employers directly or through other disability related organizations in the specific design and implementation of their respective equity plans.

## ***3. Accurate Data About Employment of Persons with Disabilities***

CCRW should consider developing a comprehensive “how to” guide on implementing effective survey programs to generate accurate and complete information about employment of persons with disabilities in organizations that are subject to the EEA.

## 2. INTRODUCTION & OVERVIEW OF RESEARCH PROGRAM

---

### **Purpose & Objectives**

The mission of the Canadian Council on Rehabilitation and Work, (CCRW), is to promote and support the meaningful and equitable employment of persons with disabilities. This goal is achieved by –

- actively building relationships with all levels of government, as well as with employers, community agencies and other disability related organizations delivering various employment programs across Canada;
- leading research initiatives on employment of persons with disabilities;
- building partnerships;
- skills development;
- sharing of knowledge; and
- working with employers to increase employment opportunities for persons with disabilities.

CCRW provides labour market information and resources, education, training and Internet-based services supporting the employment of job-seekers with disabilities. As well, the CCRW undertakes comprehensive research as the basis for identifying barriers to employment and for encouraging all stakeholders (employers, job-seekers with disabilities, governments, rehabilitation professionals, labour leaders and educators) to work together on the development of standards, policies and practices and programs that will lead to increased employment opportunities for persons with disabilities.

The 2003 & 2004 Employment Equity Act (EEA) Annual Reports demonstrate that little or slow progress is being made with respect to employment of persons with disabilities. Current reported employment of persons with disabilities remains below levels reported a decade ago. This same reporting identifies more than 350 organizations considered as non-compliant with the provisions of the EEA relating to employment of persons with disabilities.

Persons with disabilities remain seriously to severely under-represented in all 14 occupational groups and 11 occupations held within the 1,425 federally regulated employers to which provisions of the Employment Equity Act apply.

These findings can be considered a ‘crisis’ since the success rate is falling rather than climbing! Indeed, of the 1,425 employers reported on, only seven report superior performance in all six rating indicators relating to the hiring of persons with disabilities.

In the 2003 Employment Equity Act Annual Report, “moderate”, “poor” and “no performance” ratings were documented in results from significant numbers of employers in each of the three of largest federally regulated employers/sectors namely, Communications (82 employers), Banking (22 employers) and Transportation (224 employers). The 2003 Report further shows that in “Other Sectors” 51 employers also reported similarly weak performance levels.

Statistically, the 2003 EEA Annual Report shows that only marginal numbers of the over two million employees in the organizations covered by the Report were persons with disabilities. Correspondingly, the number of hires of persons with disabilities has increased by 300 employees from 2001, and, remains 1,600 below the now historical record of 16,100 hires established in 1995.

The reasons for this weak level of performance by these employers with regard to employment of job-seekers with disabilities are not particularly well understood nor clearly articulated from the employer’s viewpoint and perspective. Information that does exist is largely anecdotal and does not support development of specific, workable recommendations for actions that can be taken to increase levels of employment of persons with disabilities. The CCRW identified the need for development of a much more detailed and comprehensive understanding of the organizational and management culture, human resource management and, especially the recruitment infrastructure and practices of these organizations (employers).

It is in that context that this research project was undertaken. The primary purpose of this study was to gather information from identified, targeted employers about their awareness of the disability agenda and their obligations under the governing EEA and Human Rights Code as they relate to employing persons with disabilities.

A corollary purpose of the research is to assist the disability community (in general) with concrete measures/methods that employers require to increase their capacity for enabling Canadians with disabilities to participate fully in the workplace.

To achieve this purpose the following specific research objectives were addressed:

- Develop base-line information about employer organization awareness of statutory obligations to comply with EEA provisions relating to employment of persons with disabilities and to their capacities to meet such obligations;
- Determine whether employers are currently hiring job-seekers with disabilities, and if not, why;
- Determine whether an employment equity policy/action plan exists within respondent organizations;

- Identify employer needs and receptiveness with regard to a “one stop shopping” resource or support system to assist in the development of an employment equity action plan;
- Determine the extent to which employer organizations have established diversity targets/goals for the next 5 years;
- Identify whether employer organizations have designated an individual within the organization with responsibility to address diversity in the workplace, and determine where within the respondent organization accountability for EEA compliance rests;
- Determine the extent to which respondent employers have designated budget resources for expenses related to accommodations for employees with disabilities separate from a general operating budget;
- Determine respondent employers’ experience in hiring job-seekers with disabilities, including whether targeted wage subsidies have been utilised and whether linkages and partnerships with community based organizations have been established;
- Identify the need within respondent organizations for sensitivity training regarding persons with disabilities in the workforce;
- Identify within respondent organizations the educational and training requirements for defined targets for employment of persons with disabilities; and,
- Define best methods of communication for employers to use to connect with potential employees, relevant community agencies, and relevant government regulatory and resource agencies to meet statutory requirements.

## **Research Approach & Methodology**

The research program was comprised of three key elements:

- A review of studies, reports and other secondary research specific to issues pertinent to hiring and retaining persons with disabilities in the Canadian workforce;
- A series of seven focus groups that were conducted to:
  - Gain greater clarity in understanding issues relating to practices, policies, and challenges to the employment of persons with disabilities so that the focus and effectiveness of the online survey would subsequently be enhanced from these findings;
  - Explore issues related to the overall research objectives for the project that were more likely to be difficult to address through an on-line survey, (e.g., organizational / management constraints to implementation of programs to employ persons with disabilities); and,

- A web-based on-line survey that was conducted to gather quantitative data about employer performance on the issues being addressed through the research objectives of the project, (as described in the preceding section of this chapter).

More than 700 respondents provided input to the research program as shown in the following table:

Research Program Element	# of Respondents
7 Focus Group Sessions	78
On-Line Survey (incl. hard copy French language responses)	616
Individual Consultations & Advisory Committee Input	7
<b>Totals</b>	<b>701</b>

### Summary of Focus Group Participation

A summary of the roles and types of organizations represented in the focus group sessions is presented in the following table. It should be noted here that source lists used to identify focus group participants were comprised predominantly of employers subject to the EEA. Thus, the organizations represented tend to be skewed more towards larger employers, (> 100 employees), than is the case with respondents to the on-line survey.

#### Seven Focus Groups – (St. John's, Halifax, Montréal, Ottawa, Toronto, Mississauga, Edmonton)

Participant Functional Role	Private Sector Employers				Public Sector Departments & Agencies			Service Provider Agency	Totals
	Financial Services	Academia	Broadcast & Telecoms	Other	Municipal	Provincial	Federal		
Executive	1		2	4				3	10
Operational Manager	1		3	2					6
Operational HR Manager	3	5	6	8	2	1	4		29
Staff Support Specialist – Diversity / General	8	5	2	3		4	5		27
Staff Support Specialist – Disability Specific		1		1	1	1	1	1	6
<b>Totals</b>	<b>13</b>	<b>11</b>	<b>13</b>	<b>18</b>	<b>3</b>	<b>6</b>	<b>10</b>	<b>4</b>	<b>78</b>
<b>Total Number of Participants – 78</b>									

## Summary of On-Line Survey Respondents

A web-based on-line survey instrument was launched on June 7th, 2005. The survey remained active until August 5th, 2005.

A total of 616 responses were received to the on-line survey questionnaire. To enhance participation from employers in both Quebec and New Brunswick the on-line survey was translated into French. Seven French language responses were submitted to the CCRW National office in hard-copy format.

The objective for survey responses was to reach all of the identifiable employers subject to the EEA who were non-compliant with provisions regarding employment of persons with disabilities, as well as to generate responses from at least another 200 small to mid-sized enterprises (SME's) across Canada.

The Employment Equity Act applies to:

- All federally regulated employers with 100 or more employees, including organizations in industries such as banking, communications, and international and inter-provincial transportation.
- All federal departments, representing approximately 155,360 employees. Other parts of the public service, including the Canadian Forces and the Royal Canadian Mounted Police may be specified by order of the Governor in Council, on the recommendation of the Treasury Board, as being required to comply with the EE Act.
- Organizations subject to the Federal Contractors Program, which includes employers with 100 or more employees who have secured a federal goods or services contract of \$200,000 or more are required to sign a certificate of commitment to fulfill their mandated goal of implementing employment equity in their workplace.

Employers subject to the provisions of the EEA are required to develop and implement employment equity plans and programs, and to report annually (by June 1st) to the Labour Program - Department of Human Resources and Skills Development Canada (HRSDC) on their progress in achieving a representative workforce. The reports submitted by the employers to HRSDC describe the employment situation of the four designated groups (women, Aboriginal peoples, members of visible minorities, and persons with disabilities) and the progress made toward achieving an equitable workforce during the preceding calendar year. As required by the Act, the Minister of Labour's annual Report to Parliament consolidates and analyses employer reports.

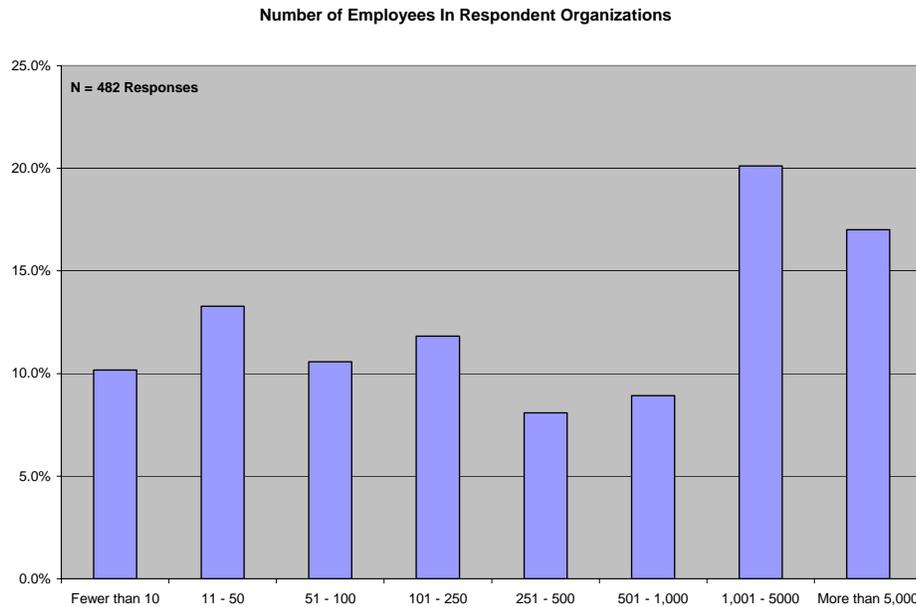
These objectives were met — 66% of survey responses were received from respondents working for organizations with more than 100 employees and 34% were received from respondents working for organizations employing 100 or fewer employees. (As noted previously, a total of 616 survey responses were received.)

To achieve this level of response, a number of significant initiatives were undertaken to generate awareness of the survey among potential respondents in targeted organizations and to solicit responses from these individuals. These initiatives included:

- CCRW developed electronic mailing lists from a variety of internal databases and other information sources and sent direct personal e-mail notices to more than 1,400 individuals containing an active hyperlink to the survey questionnaire, including –
  - 91 - DPIE focus group members (including those who were not able to attend the focus group sessions),
  - 35 - employers registered on CCRW’s WORKink portal (an online employment resource for job seekers with disabilities),
  - 69 - CCRW members (largely NGO’s and businesses),
  - 344 - CCRW Partners for Workplace Inclusion Program (PWIP) employers,
  - 675 - employer contacts of CCRW’s Eastern Regional Office,
  - 169 - Employment Equity employers, and,
  - 19 - CCRW’s Disability Awareness Series (DAS) employer contacts;
- Several partner organizations assisted by distributing notices containing active hyperlinks to the survey to their own membership / communications lists, reaching an estimated audience of more than 15,000 potential respondents, including:
  - 846 contacts listed on the Ontario Ministry of Citizenship and Immigration (Ontario Disability Directorate) employer database,
  - 95 CCRW media contacts, and,
  - 14,500 human resources professionals who receive the Human Resources Professionals Association of Ontario’s (HRPAO’s) E-Newsflash electronic newsletter;
- Notices with links to the survey were posted with a number of Chambers of Commerce in communities across the country, including in several electronic newsletters which also contained active hyperlinks to the survey;
- CCRW staff, Board members and membership as well as other stakeholders included a ‘tag line’ containing an active hyperlink to the survey in the signature area of all e-mails sent during the survey period;

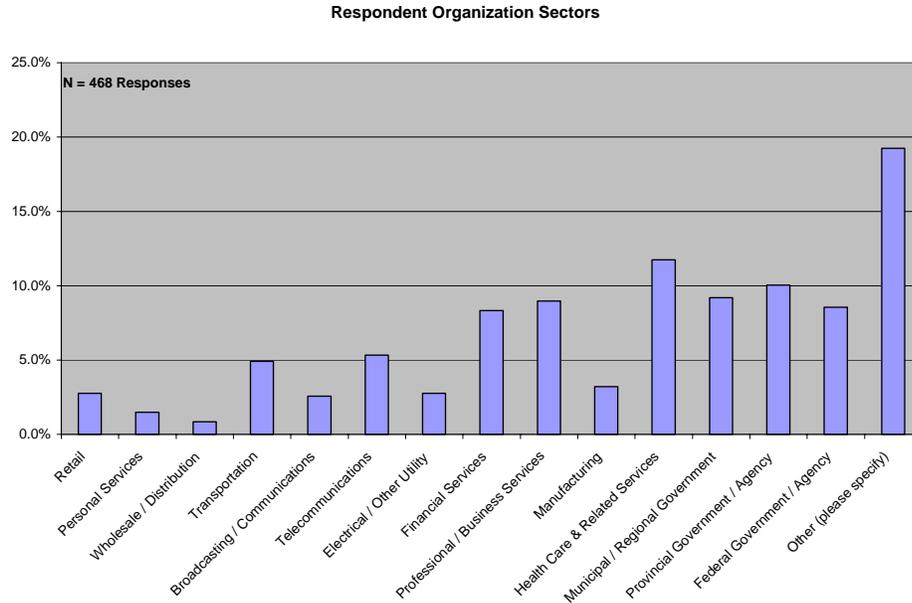
- A pop-up announcement with an active hyperlink was placed on the CCRW and Halifax Global websites inviting visitors to connect to and complete the survey; and,
- The CCRW Staff, Board Members, Halifax Global consulting team and partners distributed more than 500 direct personal e-mail solicitations containing active hyperlinks to the survey to key contacts inviting participation.

The total distribution by organization size of responses received is shown in the following graph.



More than 66% of survey respondents work for organizations employing more than 100 employees. To the extent such organizations are engaged in federally regulated sectors, or are suppliers earning more than \$200,000 in revenue annually from the Federal Government, they will be subject to the EEA.

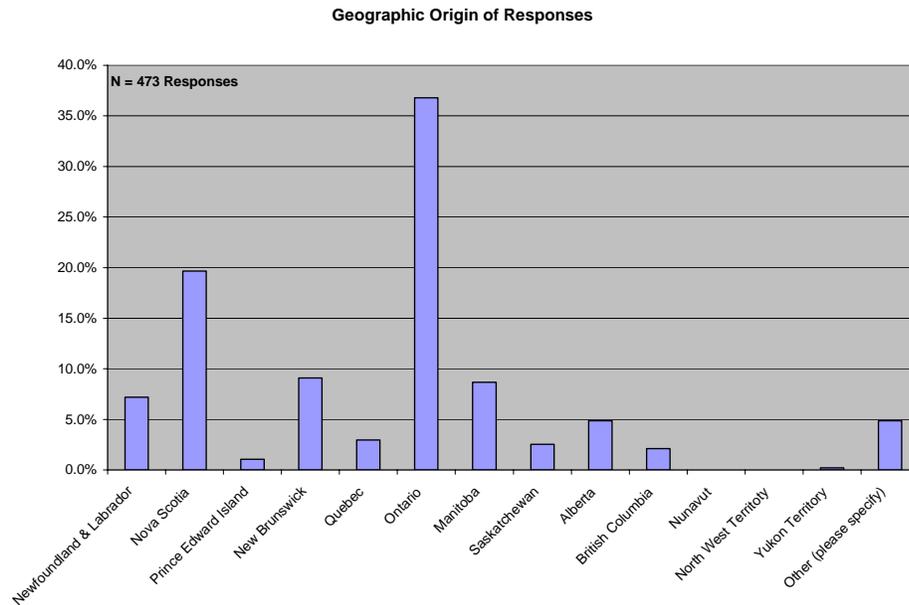
Readers should note, however, that it is not possible to determine from the data collected in the survey the precise percentage of responding organizations which are in fact subject to the provisions of the EEA. Sector related data shown in the following graph suggests that about 30% of respondents work for organizations in federally regulated sectors. However, many others work for organizations that could potentially be suppliers subject to the Federal Contractors Program.



“Other” sectors identified by respondents included education (5.7%), not-for-profit / NGO’s (3.1%), as well as much smaller percentages in information technology and communications, hospitality, manufacturing, consulting, and a wide range of sectors that reflects the complexity of the Canadian economy.

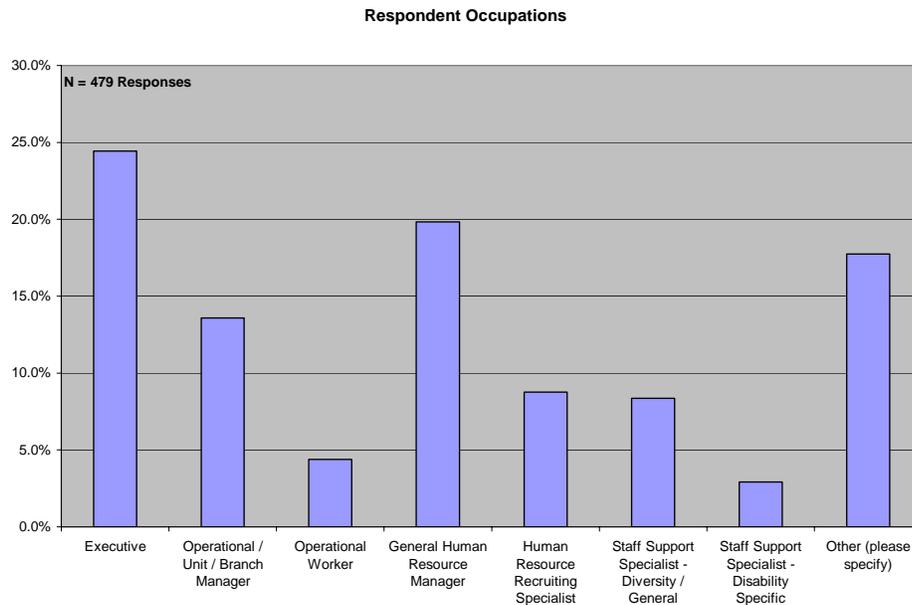
As the following graph shows, survey respondents were from all areas of Canada, with the greatest proportion from Ontario (36.8%), Nova Scotia (19.7%), New Brunswick (9.1%), and Manitoba (8.7%).

The Government of Canada 2004 Employment Equity Act Annual Report notes that almost 82.8% of all employees with disabilities in the Canadian labour market workforce are located in four provinces namely Ontario (45.6%), British Columbia (14.2%), Alberta (12.8%), and Quebec (10.1%).



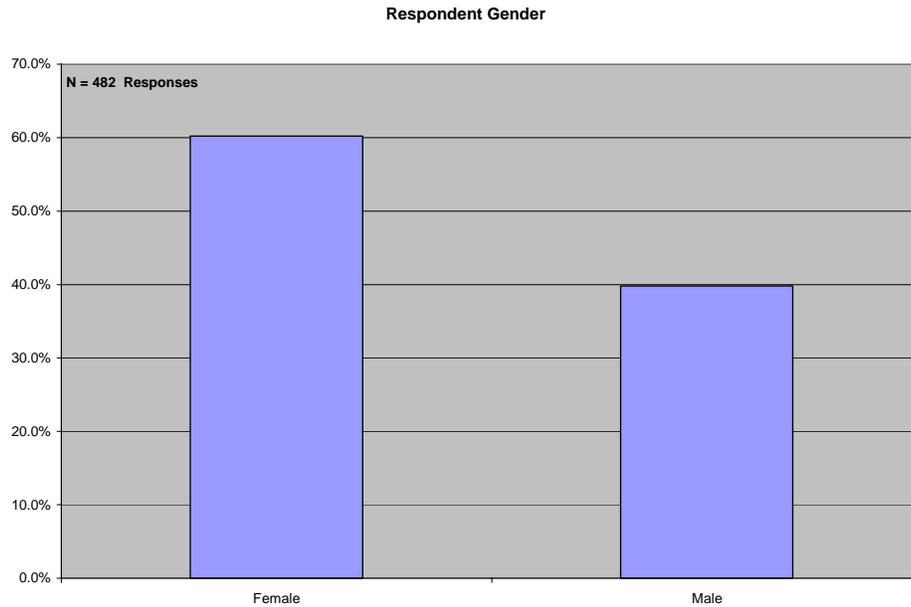
Almost all the “other” responses reflected in the graph above are from respondents who indicated their organizations operated across Canada or in multiple provinces. Several responses from organizations in the United States were received, reflecting we believe, responses from corporate head offices of organizations with transportation sector subsidiaries operating in Canada. (Several such organizations were included in our distribution lists.)

The following graph describes the occupational distribution of survey respondents. There is a predominance of management and professional roles indicated among respondents. This was anticipated given the characteristics of the distribution lists used to generate survey responses. More than 40 percent of respondents were engaged in human resource related management occupations.

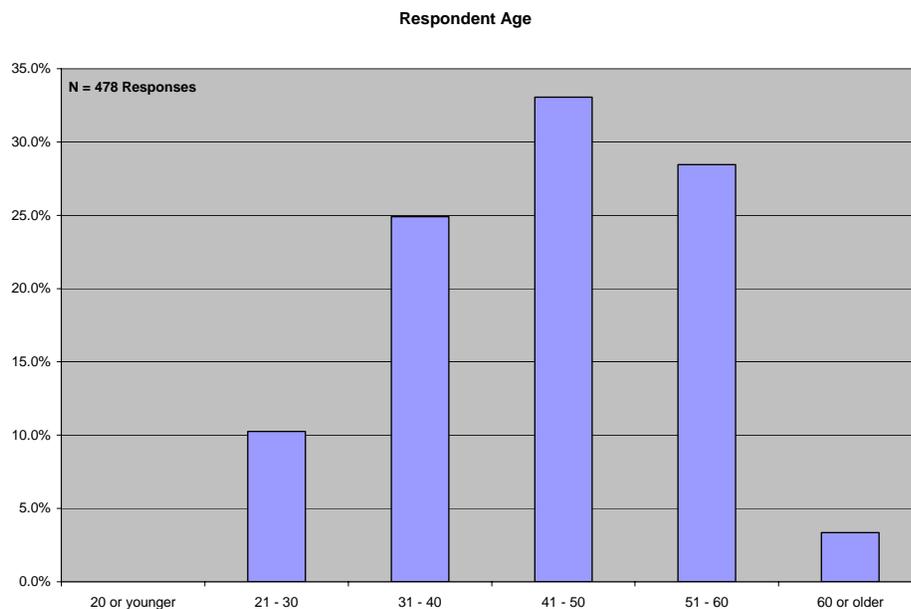


The “other” responses to this question reflect consistently the distribution of occupations shown in the graph above, with respondents having used slightly different terminology or labels to differentiate their occupation from the terms provided in the survey. The details of these responses are included in the appendices to this report.

The final two graphs which follow show the gender and age distribution of respondents. Females accounted for 60 percent of respondents, which we interpret as reflecting the relatively higher proportion of women employed in human resource management roles.



Similarly, the predominance of management and professional roles among the respondents would lead us to expect an age distribution among respondents more or less equivalent to that shown in the following graph.



In summary, the demographic profile of respondents to the on-line survey is generally similar to the profile of participants in the focus group sessions. Taken together, both respondent groups are broadly reflective of the employer and professional community in Canada with involvement, either current or potential, in the hiring and employment of persons with disabilities.

### 3. FINDINGS & ANALYSIS

---

#### **Introduction & Overview**

As noted in an earlier section of this report, the purpose of this research project has been to develop an understanding of the factors in organizations which contribute to low levels of employment of persons with disabilities. The intent is that the insights developed from this research will provide a basis for developing recommendations regarding actions that can be initiated by government, by service delivery organizations and by employers to increase employment of persons with disabilities.

In an effort to incorporate some structure and context to our analysis, we have organised the presentation of our findings into four primary themes relating to recruitment, hiring and employment of persons with disabilities, as follows:

- The current situation;
- Organizational attitudes and culture;
- Awareness of obligations and opportunities;
- The need for information and support resources; and, finally,
- Other relevant issues identified through the research.

Our discussion of each of these areas incorporates findings from the focus groups sessions, the on-line survey, individual consultations and Advisory Committee input.

#### **Current Situation**

As a starting point, a large majority of the respondents (74.9% overall) report that their organizations employ persons with disabilities. Predictably, it is the largest organizations that most frequently report employees with disabilities, while the smallest least frequently report such employees. The results to this question, (#3), are shown in the following table.

**Q3 –  
Are there people with disabilities currently  
employed in your organization?**

	Large Organizations (>500 employees) [N = 218 Responses]	Mid-Sized Organizations (101 - 500 employees) [N = 95 Responses]	Small Organizations (100 or fewer employees) [N = 159 Responses]
Yes	92.2%	82.3%	48.4%
No	1.4%	5.2%	37.7%
Don't Know / Can't Answer	6.4%	12.5%	13.8%

During the focus group discussions virtually all employers participating stated that they have experienced considerable difficulty finding potential employees with disabilities. Indeed, the challenges associated with these recruitment efforts were such that employers who had established linkages with disability agencies, community or support groups that were proving to be successful sources of referring and acquiring suitable employment candidates often expressed reluctance at sharing information about their sources with others in the group.

However, survey results indicate this problem is not frequently encountered. Only 17% of all respondents (24.9% in large organizations), report encountering such difficulties in acquiring source information for the recruitment and hiring of persons with disabilities.

This contradiction in the findings is, in our view, more apparent than real. Several explanatory comments are in order here:

- The apparently high percentage of mid-sized and large organizations that employ persons with disabilities speaks only to whether the respondent knows or believes that persons with disabilities are employed in the organization in which the respondent works. The question responses provide no indication of the numbers of persons with disabilities employed within the organization, nor of the percentage of the organization's workforce that is comprised of persons with disabilities. Therefore, it is entirely possible that while these organizations employ persons with disabilities, they do not employ as many individuals as they would desire or are required to employ to meet any obligations under the EEA. Such organizations could well be continuing to experience difficulty finding persons with disabilities as suitable candidates for employment without individual survey respondents being aware of that difficulty.

- It is also likely that the overall results from the on-line survey indicate a lack of awareness by respondents to a wide range of issues that relate to recruiting, hiring and employing persons with disabilities. A small portion of the respondents (<7%) describe their professional role as “human resource recruitment specialist”. However, when the responses for these individuals were isolated, 59% indicate the organization in which they work needs help with “recruitment support, particularly help identifying qualified candidates” (Q 9). This statement is rather more consistent with our findings from the focus group sessions, in which a high percentage of the focus group participants (> 90%), were professionals actively engaged in issues related to some element of employment of persons with disabilities. In our view, it is therefore reasonable to conclude that significant problems exist within organizations respecting the identification of persons with disabilities as suitable candidates for employment.
- Another key test of current performance of job seekers with disabilities is the extent to which such individuals are hired, retained and promoted within organizations. As the following two tables show, large organizations seem to perform reasonably well in hiring and retaining persons with disabilities, while respondents employed with mid-sized and small organizations report significantly lower occurrences of hiring and subsequently retaining employees with disabilities for a three year period.

However, a most interesting result to Question 16, reported in the following table, is the significant level of the “don’t know / can’t answer” responses among respondents from larger and mid-sized organizations. These responses suggest that many organizations do not communicate effectively internally with regard to their activities related to employment of persons with disabilities.

<b>Q 16 – Has your organization ever employed people with disabilities who have worked there for more than three years?</b>			
	<b>Large Organizations (&gt;500 employees) [N = 216 Responses]</b>	<b>Mid-Sized Organizations (101 - 500 employees) [N = 94 Responses]</b>	<b>Small Organizations (100 or fewer employees) [N = 159 Responses]</b>
Yes	83.3%	69.1%	35.4%
No	1.9%	5.3%	40.5%
Don't Know / Can't Answer	14.8%	25.5%	24.1%

The results to Question 17, (shown in the following table), indicate that a significantly lower percentage of respondents indicate employees with disabilities have been promoted to more senior positions within their respective organizations.

Taken together, the findings presented in these two tables suggest that though a significant percentage of responding employers, and especially larger organizations, hire persons with disabilities, these employees may be promoted to more senior positions less frequently than are other employees.

A word of caution is warranted in this interpretation – these findings are consistent with what we learned through the focus group sessions, but the data provides only an indication of a possible trend. Verification of less frequent promotion of persons with disabilities would require more detailed research that was well beyond the scope of this project.

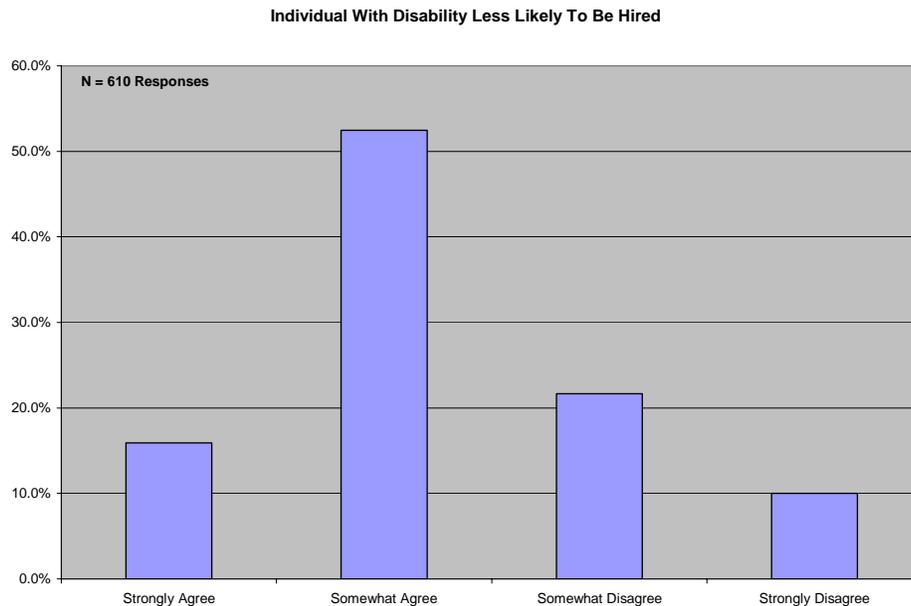
<b>Q 17 – Have there been people with disabilities employed by your organization who were promoted to a more senior position?</b>			
	<b>Large Organizations (&gt;500 employees) [N = 217 Responses]</b>	<b>Mid-Sized Organizations (101 - 500 employees) [N = 95 Responses]</b>	<b>Small Organizations (100 or fewer employees) [N = 158 Responses]</b>
Yes	52.1%	33.7%	21.5%
No	7.4%	20.0%	46.2%
Don't Know / Can't Answer	40.6%	46.3%	32.3%

## Organizational Attitudes & Culture

It is evident from our research that attitudes, perceptions and organizational culture can be significant barriers to hiring job-seekers with disabilities.

Throughout the focus group discussions there was general agreement among participants that persons with visible disabilities are less likely to be hired than other candidates, even if qualifications and other factors are equal.

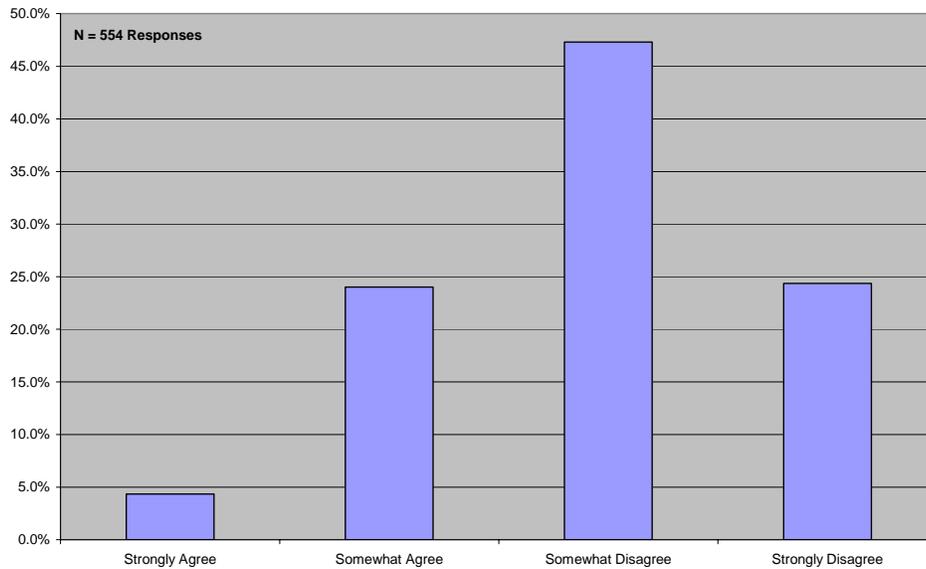
As shown in the following graph, this view was shared by survey respondents with more than two thirds of those responding to this question, (Question 1), indicating agreement.



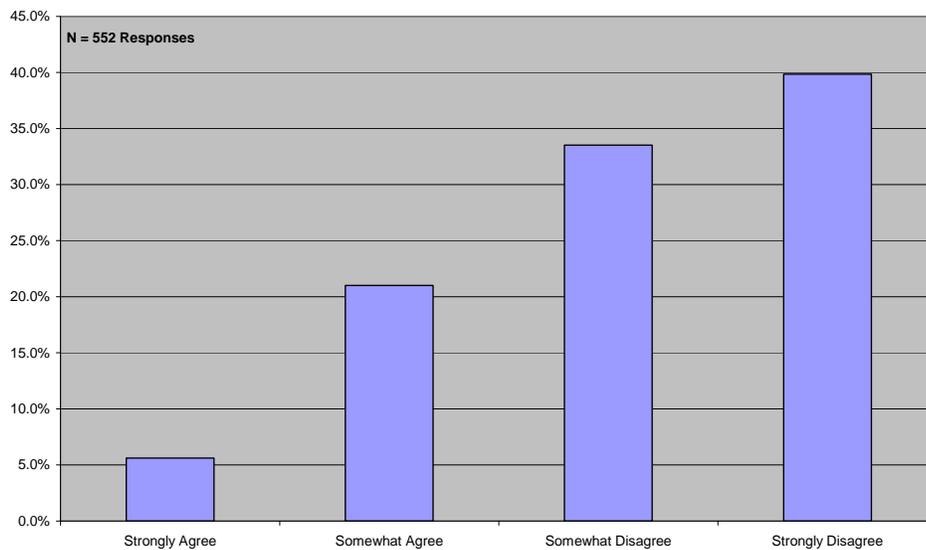
In exploring this issue during the focus groups, most participants expressed the view that the tendency against hiring job-seekers with disabilities was based on perceptions – generally agreed to be unfounded – that persons with disabilities are less able to meet requirements of specific roles.

However, as the data in the following series of graphs (Question 2) illustrates, these perceptions do not appear to be strongly entrenched among survey respondents. It should also be noted that the distribution of responses overall, (as shown in the table), is consistent with responses across all sizes of organizations.

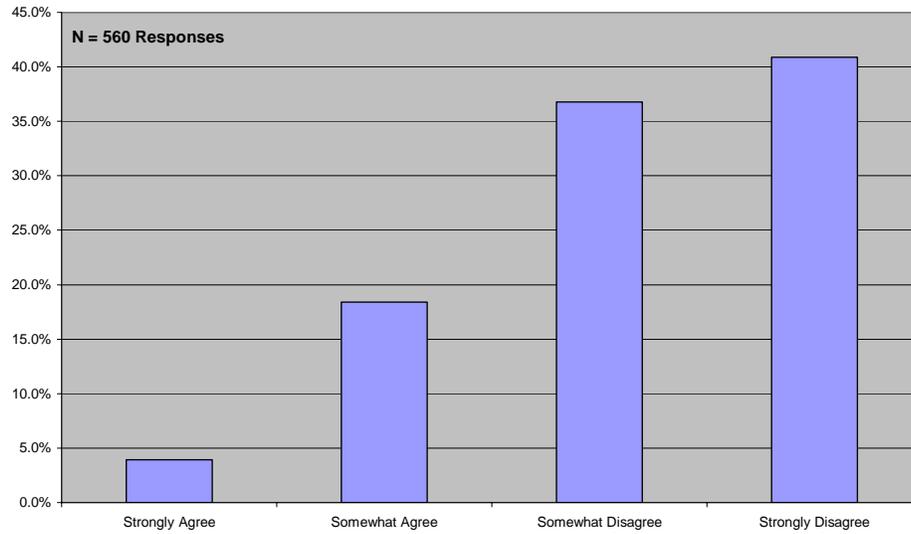
**People With Disabilities Generally Have Harder Time Than Others Doing Most Jobs**



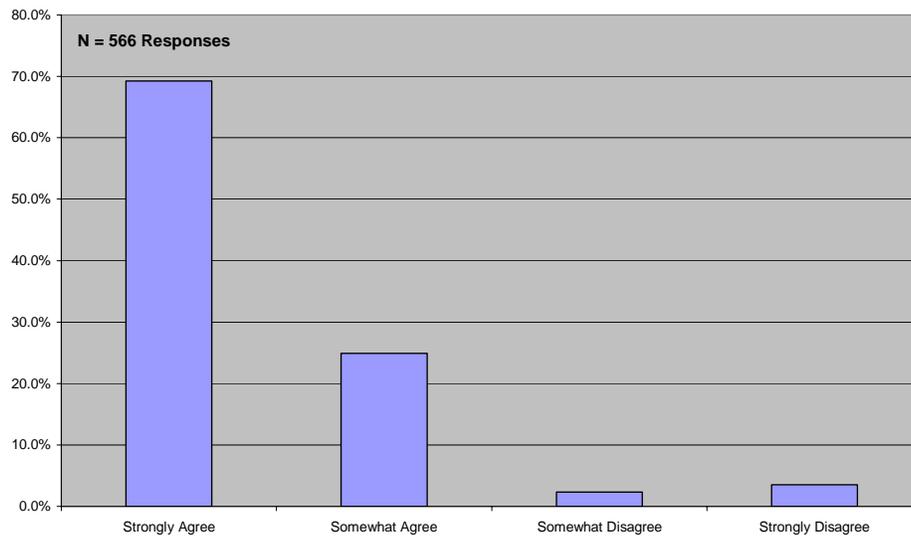
**Most of the specific job requirements in our organization make it impossible for someone with a disability to do the work**



Accommodations for people with disabilities create  
extra costs organizations like ours can't afford.



If accommodations are made a person with  
a disability can generally do a job as well as anyone.



The following table consolidates the data presented in the preceding graphs.

Q 2	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree
People with disabilities generally have a harder time than others doing most jobs. <i>[N = 561 Responses]</i>	4.5%	23.9%	47.6%	24.1%
Most of the specific job requirements in our organization make it impossible for someone with a disability to do the work. <i>[N = 559 Responses]</i>	5.5%	21.3%	33.5%	39.7%
Accommodations for people with disabilities create extra costs organizations like ours can't afford. <i>[N = 560 Responses]</i>	3.9%	18.4%	36.8%	40.9%
If accommodations are made a person with a disability can generally do a job as well as anyone. <i>[N = 566 Responses]</i>	69.3%	24.9%	2.3%	3.5%

During the focus group discussions we heard anecdotal evidence to suggest that employees with disabilities may require more mentoring and direct supervision than non-disabled employees and that this is often difficult to achieve in organizations due to limited human resources.

In contrast, however, we heard other anecdotal evidence from employers suggesting that employees with disabilities are often ‘more grateful’ for the opportunity offered by the job and, as a result, are more loyal and harder working than other employees.

In summary, while anecdotal evidence suggests that attitudes and biases against hiring persons with disabilities obviously exists in some organizations, the survey data indicates quite clearly that these attitudes, perceptions and biases are not deeply entrenched. It is therefore likely that to the extent these views exist they can be effectively addressed and their impact reduced through appropriate communications and human resources support.

## Awareness of Obligations & Opportunities

Employers participating in the focus group sessions generally acknowledged being subject to provisions of EEA. However the survey results indicate a surprisingly high lack of awareness about whether the respondents' organization is subject to the provisions of the EEA.

### *Key Finding –*

*Among respondents employed in organizations employing more than 100 employees, 30.3 % did not know or otherwise could not answer the survey question relating to their organization was subject to the provisions of the EEA. In smaller organizations, this portion rises slightly to one in three or 33.3%.*

Q 4 – Is your organization <i>required by law</i> to employ people with disabilities and other individuals designated under the Employment Equity Act?				
	Overall Results [N= 555 Responses]	Large Organizations (>500 employees) [N = 218 Responses]	Mid-Sized Organizations (101 - 500 employees) [N = 95 Responses]	Small Organizations (100 or fewer employees) [N = 159 Responses]
Yes	38.0%	56.4%	33.7%	16.4%
No	34.2%	24.3%	30.5%	50.3%
Don't Know / Can't Answer	27.7%	19.3%	35.8%	33.3%

In all seven focus group sessions organizations represented did not have or were only in early stages of developing diversity plans. (Financial institutions were the notable exception to this finding with all major banks having diversity plans in place.) Participants who were managers within line operating units of larger organizations, (often but not necessarily regional operations), often clearly stated they were not aware of diversity plans within their respective organization.

One participant, responsible for operating a branch office of a larger organization noted the company must have a plan “because we’re audited” on this issue as a Federal Contractor, but “it hasn’t filtered out to me yet”.

These anecdotal findings are completely consistent with responses to this question on the survey, as shown in the following table.

<b>Q 5 – Does your organization have a defined plan with specific targets for hiring people with disabilities?</b>				
	<b>Overall Results [N= 555 Responses]</b>	<b>Large Organizations (&gt;500 employees) [N = 218 Responses]</b>	<b>Mid-Sized Organizations (101 - 500 employees) [N = 95 Responses]</b>	<b>Small Organizations (100 or fewer employees) [N = 159 Responses]</b>
Yes	28.3%	42.2%	28.4%	13.2%
No	48.5%	37.6%	52.6%	65.4%
Don't Know / Can't Answer	23.2%	20.2%	18.9%	21.4%

One aspect of the responses to Question 5, presented in the preceding table, warrants highlighting – almost two thirds off the respondents working for organizations employing more than 100 employees (63.9%) indicate that the organization in which they work does not have a plan with specific targets for hiring persons with disabilities, or that they do not know whether their employer has such a plan. This is a surprising finding, given that many of these organizations are subject to the provisions of the EEA and are therefore required to have such a plan in place.

Respondents who answered Question 5 in the affirmative or who answered “don’t know / can’t answer” were then asked about how their organizations enforce accountability for achievement of targets contained within the plan for hiring persons with disabilities.

These results are shown in the following table.

**Q 6 –**  
**Which of the following statements best describes how your organization enforces accountability for achieving those targets?**

Accountability Statements	Responses [N = 266 Responses]
Through individual performance appraisals	10.2%
By awarding bonuses for achievement of those targets	1.1%
We expect the entire management team to actively recruit persons with disabilities	36.5%
We don't have any formal mechanism for achieving those targets	31.2%
Other (please specify)	21.1%

The “Other” responses to Question 6 consisted almost entirely of variations on the themes of the four statements shown in the table and articulation of the fact that the individual respondent did not know how accountability for target achievement was achieved. The most common “other” response involved explanation of how targets were incorporated into employment diversity plans, (but not how accountability is enforced).

Respondents were asked about the responsibility in their organizations for meeting diversity plan targets. These results are shown in the following table.

**Q 7 –**  
**Which of the following statements best describes who in your organization has responsibility in meeting the targets for hiring people with disabilities and other individuals designated under the Employment Equity Act?**

Accountability Statements	Responses [N = 495 Responses]
All senior management shares responsibility for meeting the targets	28.7%
We have designated a senior executive responsible for achieving those targets	7.7%
We don't designate any one individual as responsible for achieving those targets	17.2%
This does not apply to our organization because we don't set such targets	46.5%

***A technical note is warranted here with respect to the responses to Question 7, as shown in the preceding table – a limitation in the design of ‘skip’ patterns within the survey software resulted in a number of respondents answering this question, even though they had answered “No” to Question 5. This likely accounts for the relatively high level of response to the final Accountability Statement “This does not apply to our organization because we don’t set such targets”.***

***Key Finding –***

***While respondents report that fewer than one in three organizations have diversity employment plans, a very small percentage of organizations – less than one in ten – make individual executives directly accountable for achievement of diversity employment targets, and even fewer organizations – barely one percent – link achievement of plan targets to incentive income.***

These survey results are consistent with anecdotal evidence cited during the focus group discussions.

Participants in the focus group sessions noted that organizations often expressed good words – most seemingly sincere – about individual organizations needing to do more and better, especially with regard to educating managers around hiring persons with disabilities.

It was frequently noted by these session participants that in many organizations, senior management are not ‘really’ committed to employment of persons with disabilities, and consequently do not walk the talk. A few organizations, however, have incorporated achievement of diversity targets, (including for employment of PWD), into performance appraisal systems and have linked this target to bonus and incentive income. (Notable examples of this approach were provided by Convergys, Banque Nationale du Canada, and the Business Development Bank of Canada during focus group sessions.)

There was a general consensus across all focus group sessions that with regard to employment of persons with disabilities and implementation of a diversity policy focused on the hiring of persons with disabilities, most organizations are currently at a ‘learning and development stage’.

It was also noted in several focus group sessions that organized labour has not been particularly supportive of hiring persons with disabilities, nor more generally of diversity employment. In unionized environments, resistance of organized labour can be a major impediment to progress, particularly in situations where job designing – implying change to some existing jobs – is required as part of an accommodation process.

## Accommodating Employees With Disabilities

While Job Accommodation has specific connotations with regard to adjusting work place environments to enable disabled employees to perform job roles effectively, it also became apparent throughout this project that creating an accommodating environment requires effective communications, organizational sensitivity, adjustment and capacity.

Focus group participants representing smaller organizations noted the cost of work place accommodations are significant and real, and, many smaller companies simply are not in a position to afford extra costs of training or other workplace adjustments. Similarly, the costs of 'education' programs focused on changing perceptions are often beyond the financial means of smaller organizations.

Focus group participants from larger organizations indicated that costs related to creating an accommodating environment can be a serious issue for managers of line units when any incremental costs associated with hiring / employing / accommodating a person with a disability has to be absorbed in an already overburdened operating budget. Data from the on-line survey confirms that fewer than one in five (17.9%) respondents indicate that their organizations have a central budget to pay for such accommodation costs, while nearly one third (32.2%) of respondents indicate that accommodation costs would be absorbed by the unit hiring the individual requiring the workplace accommodation.

The effect of having to absorb such costs may be particularly direct and personal for managers of such operating units. The impact of those costs may impair achievement of financial performance targets and thereby directly affect a manager's incentive compensation.

This set of concerns was perhaps best expressed by one communications sector HR manager who noted (during a focus group session) that line managers are often under a great deal of pressure to meet performance targets, be they deadlines or budget objectives. As a result, they will naturally opt for hiring an employee who presents minimal incremental 'complications', particularly if 'complications' are perceived to represent incremental cost.

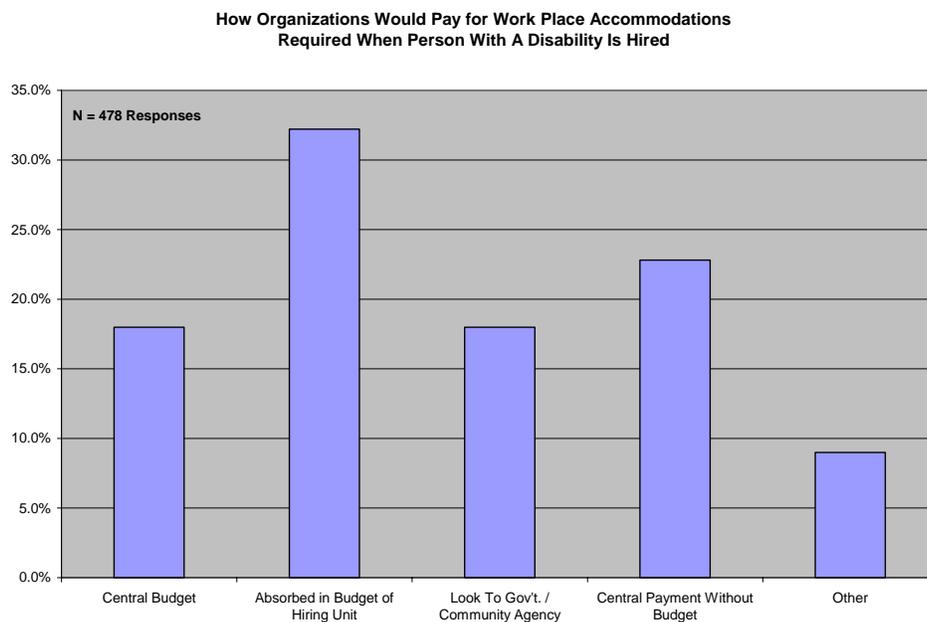
### ***Key Finding –***

***It also became apparent through the research and especially during the focus group discussions that the need for and costs associated with organizational change to create an accommodating environment can be and are used as rationales for not hiring job-seekers with disabilities.***

Nonetheless, it was clear from the focus group session discussions that the primary responsibility of a line operating manager is to ‘produce something’, be that a product, a service or execution of some sort of organizational support function. It is on performance against that primary responsibility the manager will be assessed and rewarded or penalized. There was a clear consensus across all focus group participants that the primary responsibility of a line manager is not to hire persons with disabilities but rather to achieve goals and objectives, in other words to perform.

It was also clear from these discussions that a significant challenge remains in providing resources, information, education and support to help line operating managers reach an understanding that hiring persons with disabilities presents no incremental disadvantage to execution of primary responsibilities than would hiring any other individual.

Survey responses indicate that fewer than one in five or 17.9% of respondents’ organizations have a central budget to pay for work place accommodation, as shown in the following graph.



Interestingly, however, there is little awareness about the availability of support resources and programs related to supporting the employment of persons with disabilities. When asked (Q 11) whether government or community programs were available in their area to assist employers with offsetting costs of adjusting a workplace to accommodate the needs of an employee with a disability almost two thirds (64.9%) of all survey respondents either stated they did not know or skipped the question entirely.

Of those responding to this question, (503 respondents), approximately one third (36.4%) were aware of the availability of such support programs in their areas.

Similarly, reported use of such programs was also relatively low, as shown in the following table

<b>Q 12 –</b> <b>As far as you know has your organization ever used government or community programs to offset some of the costs of adjusting a work place to meet the needs of an employee with a disability?</b> <i>[N = 501 Responses]</i>	
Yes	20.0%
No	39.7%
Don't Know / Can't Answer	40.3%

And, the perceived importance of any assistance that might have been used is questionable, as shown in the following results.

<b>Q 13 –</b> <b>In your view would that specific work place accommodation have been made if the program assistance had not been available?</b> <i>[N = 305 Responses]</i>	
Yes	31.8%
No	8.9%
Don't Know / Can't Answer	59.3%

With regard to other initiatives undertaken by organizations to foster a more accommodating environment, the responses shown in the following table yield some interesting findings, all of which are completely consistent with the consensus views expressed during the focus groups.

For instance, it is obvious from the responses to Question 18 below that sensitivity training and related programs are very much the purview of larger organizations. Interestingly, however, it is respondents who work in smaller organizations that express a much higher level of comfort about working with colleagues with disabilities than do respondents from the largest organizations. Across all sizes of organizations there seems to be little expectation that government or community groups can provide such support.

Q 18 – Which of the following statements best describes how your organization helps employees become sensitive to issues related to working with people with a disability?				
	Overall Results [N= 469 Responses]	Large Organizations (>500 employees) [N = 207 Responses]	Mid-Sized Organizations (101 - 500 employees) [N = 91 Responses]	Small Organizations (100 or fewer employees) [N = 155 Responses]
We provide sensitivity and diversity training programs	33.9%	54.6%	30.8%	10.3%
We are experienced and comfortable working with persons with disabilities	26.2%	18.8%	33.0%	31.6%
We look to programs offered by government or community groups for help in that area	5.5%	4.3%	8.8%	4.5%
We've never had to address this issue	24.7%	10.6%	22.0%	44.5%
Other (please specify)	9.6%	11.6%	5.5%	9.0%

Many of the “Other”, open-ended responses to Question 18 describe the informal and often personal approaches individuals and groups within organization have taken to enhancing overall sensitivity about working with persons with disabilities within the work environment. Many responses also indicate that respondents do not have any knowledge of how their organizations deal with these sensitivity issues or confirm that their organizations have no formalised approach to this need.

**Key Finding –**

***There is low awareness of and expectation that government or community groups can provide effective support to organizations to help them help their employees become more sensitive to issues related to working with persons with disabilities.***

## Need for Information & Support Resources

During the focus group phase of the research it was indicated that employers have more questions than answers. Consistently, across all groups, participants expressed a need for support and information on issues related to setting targets and measures, as well as on how best to locate / identify potential employees with disabilities. Other areas in which the need for information or support resources were identified included:

- A means through which employers could exchange views / trade experiences with others facing similar challenges.
- Information about the types of techniques, applications of technology, tools, etc. that had worked effectively as an accommodations mechanism for others.
  - Information / case studies about how technology has been used to create accommodation were identified as a potentially useful resource.
- Opportunities for networking among employers through which they could learn more about accommodation, trade tips and techniques about influencing cultural biases and resistance within their own organizations.
  - It is worth noting that virtually all the focus group sessions evolved into spontaneous networking sessions among participants, once the facilitated discussion concluded.
- Confusion about terminology, particularly with respect to what constituted a disability was problematic for many focus group respondents, suggesting a need for a common and widely communicated lexicon.
- An effective central clearing house through which resumes of persons with disabilities could be found was cited as a pressing need in all the focus group sessions.
  - Many employers in the groups noted that resumes were often recycled through different agencies with resumes for particular individuals being received on multiple occasions from different agencies over a period of two to three years. It was noted that this phenomenon reflected ineffective use of resources and that often the recycled resumes were for those potential employees lacking the necessary skills and qualifications for the position.
- Assistance with outreach to persons with disabilities who could be potential employment recruits was cited as a need in all the focus group sessions. Matching the candidate with qualifications and skills with the available position was noted as an important resource for organizational HR Managers.

These findings from the focus group sessions were confirmed in the responses to the on-line survey.

As the following table shows, respondents overwhelmingly cite a need for better access to information sources.

**Q 14 –  
Would you personally find it helpful to have access to information sources where you could get answers and advice about specific issues and challenges related to recruiting and retaining people with disabilities?  
[N = 492 Responses]**

Yes	79.1%
No	13.2%
Don't Know / Can't Answer	7.7%

Respondents were also consistent in their preferences for the types of information they would find helpful.

**Q 15 –  
Please indicate which of the following types of information sources would be helpful to you. Please select all that would be useful.  
[N = 420 Responses]**

A single website with advice and answers to questions	92.4%
Printed materials such as newsletters that included case studies and other guidance	57.4%
Events in my community where I could meet and discuss these issues with others	39.0%
Other (please specify)	7.1%

Survey respondents also indicate wide-ranging needs for assistance relating to employment of persons with disabilities. The “Other”, open-ended responses to this question mirror quite closely the suggestions put forward in the focus group sessions, which are described at the beginning of this section.

**Q 9 –**  
**From your perspective what assistance does your organization**  
**need regarding employment of people with disabilities?**  
**Please select all that apply.**  
**[N = 451 Responses]**

Training for managers about dealing with persons with disabilities	55.9%
Information about workplace accommodation	47.9%
Information about assistance programs to support employment of people with disabilities	57.6%
Recruitment support particularly help identifying qualified candidates	51.2%
Other recruitment support such as help assessing candidate abilities to perform specific jobs	41.0%
Training for staff to raise awareness of employment issues affecting people with disabilities	50.6%
Other (please specify)	12.4%

Most of the “Other”, open-ended responses to Question 9 describe variations on the areas of required assistance presented as answer choices, particularly with respect to needing information about various subjects relating to workplace accommodation and recruitment and hiring. A small percentage (1.5%) indicates that funding is needed to address specific workplace accommodation requirements, or to assist with overall workplace accessibility.

***Key Finding –***

***The need exists for training and information resources related to assisting organizations regarding awareness, workplace accommodation, information on employment programs, management and staff sensitivity, and recruitment assistance related to the employment of persons with disabilities.***

## Other Relevant Issues

There was clear consensus among focus group participants that actual levels of employment of persons with disabilities is somewhat masked by the need for employees to self-declare as being disabled. Inherent in this factor, of course, is the desire of persons with disabilities to not want to be ‘hired as a statistic’, but rather because they are qualified for and capable of doing the job.

This seems to lead to some people who qualify as ‘disabled’ under the definitions related to the EEA being hired without being classified that way. However, because employers are prohibited by privacy legislation from asking or from arbitrarily applying classifications, it is virtually impossible to quantify the extent to which this phenomenon occurs. And it is therefore equally impossible to define the extent to which the employment of persons with disabilities may be at somewhat higher levels than reporting would lead us to conclude.

The apparent conflict between the requirements of the EEA to employ persons with disabilities and the prohibition in the Personal Information Protection and Electronic Documents Act (PIPEDA) against asking employees or potential hires whether they have a disability is seen as a “major problem” by employers in all sectors. The challenges to employers presented by this apparent conflict can be addressed effectively through focused, thorough communications as demonstrated by anecdotal evidence provided by focus group participants.

In an effort to address this particular problem, one broadcast employer described in one focus group session the process the company had used to conduct a survey of employees about disabilities. The survey was preceded and accompanied by an extensive communications program to explain that –

- no discrimination would result from answers to the survey;
- all information would be kept completely confidential; and,
- the information was to be used only for reporting on progress with respect to meeting diversity employment targets.

The employer indicated that the value of the communications / education campaign was reflected in a large increase in the number of employees who have self-identified within that organization.

Another manifestation of this same issue is that scarce resources are being deployed to provide support to foster employment of the widest possible spectrum of persons with disabilities. The discussions suggest that narrowing the focus of resource deployment to concentrate on those people with more severe disabilities could yield improved hiring performance and, thus, more effective use of resources. (The corollary to this suggestion is

that resources are likely being deployed to assist many who do not really see themselves as disabled and who therefore do not see themselves as being in need of that support.)

***Key Finding –***

***The apparent conflict between the requirements of the EEA to employ persons with disabilities and the prohibition in the Personal Information Protection and Electronic Documents Act (PIPEDA) against asking employees or potential hires whether they have a disability is seen as a “major problem” by employers in all sectors.***

One other finding from our research warrants mention here. Several focus group participants indicated there is considerable inconsistency between and among government programs designed to provide support to persons with disabilities. Several participants with experience working in or connected to support agencies noted that the inconsistency in commitment – particularly as manifested in the absence of committed multi-year funding – simply leads to inconsistency in program delivery and, often, difficulties in maintaining stable and experienced staff. It was suggested that staffing challenges can result in program clients becoming disenchanted with employment prospects and dropping out of an active job search.

This issue could not be addressed directly in the on-line survey. However, responses to Questions 12 & 18 dealing with support provided to employers on issues related to employment of persons with disabilities by community groups seem to support the views expressed in the focus groups, and may well lead to a lack of confidence by employers in approaching community based organizations for support.

## 4. CONCLUSIONS & RECOMMENDATIONS

---

### Summary of Findings

Seven key findings emerged from the focus groups and on-line survey that constituted the research phases of this project. These findings can be summarized as follows:

1. ***Attitudes and cultural biases*** within organizations continue to be a barrier against the hiring of persons with disabilities both in those organizations governed and not governed under the Employment Equity Act;
2. ***Awareness of statutory obligations*** employers have with regard to recruiting, hiring and employing persons with disabilities remains quite low and is prevalent across all sizes of organizations, regardless of whether they are subject to the provisions of the Employment Equity Act. Few organizations do an adequate job of communicating information to their general staff about the EEA and issues related to disability.
3. ***Accountability for achievement of EEA targets*** is generally poor. Fewer than one in three survey respondents report that their employers have formal plans to promote diversity hiring and even fewer make individual executives directly accountable for achievement of diversity targets either through performance appraisal or bonus systems. An extraordinarily small percentage of organizations surveyed link achievement of plan targets to incentive income.
4. ***Costs associated with the duty to accommodate*** can be and are used as rationales for not hiring job-seekers with disabilities, both by those employers with limited financial resources and those where costs of accommodation are not specifically budgeted.
5. ***There is low awareness of and expectation that government or community groups can provide effective support*** to organizations to help their employees become more sensitive to issues related to working with persons with disabilities. There is a sense that this situation may be related to instability of funding for community-based organizations which in turn can be seen as leading to inconsistent program development and outreach capability.
6. ***An overwhelming number of respondents indicated a need for a centralized information source such as a single entry web-based portal.*** There is widespread recognition that there is a substantial need for training and information resources related to assisting organizations with respect to awareness, workplace accommodation, information on employment programs, management/employee sensitivity, and recruitment assistance related to the employment of persons with disabilities.

7. *The apparent conflict between the requirements of the EEA to employ persons with disabilities and the prohibition in the PIPEDA* against asking employees or potential hires whether they have a disability is seen as a “major problem” by employers in all sectors.

## Conclusions

Taken together, the findings described above lead us to the following conclusions -

1. There are a number of important issues relating to employment of persons with disabilities about which much more accurate and validated data is needed to support and enhance the effectiveness of a range of programs intended to foster employment of people with disabilities. Two such key issues identified through the research for this project include –
  - i) The upward professional mobility of persons with disabilities currently in the workforce, and the related issue of whether such employees may face career growth constraints as a result of attitudes, perceptions and biases within the organizations in which they are employed, and
  - ii) The apparent conflict between the findings from the qualitative research of the focus groups and the on-line survey relating to identification of persons with disabilities as suitable candidates for employment makes it difficult to determine whether the difficulties organizations experience finding qualified candidates for employment from among the population of persons with disabilities varies by region, by sector, by nature of the jobs for which employees with disabilities are being sought, or by size of the prospective employer organization.
2. Perceptions, attitudes and the cultural biases of organizations obviously constrain the recruitment, hiring and employment of persons with disabilities. Yet, there is also now recognition that these perceptions, attitudes and biases exist and that external assistance is needed to bring about change and reduce the impact of these constraints.

These challenges are not insurmountable. Resource allocation and budgeting decisions related to agencies, programs and initiatives that support employment of persons with disabilities need to:

- provide adequately for creative, effective marketing, communications and public relations initiatives to foster change in these perceptions, attitudes and biases; and
- provide the information and training resources and support for which there is a recognised and acknowledged need.

With limited incremental funding to support marketing, communications and public relations, and with a commitment to stable multi-year financial support, the effectiveness of current spending allocated to delivery of support to job seekers with disabilities could potentially be increased by 30 – 40 %. We are also confident that with very limited additional research and analysis the potential for realising such gains could be clearly demonstrated.

3. There is no consistent approach to providing assistance or information to employers about issues relating to employment of persons with disabilities. It became apparent from the research process that community organizations deliver programs and provide information based on whatever capacity and capabilities they may have, rather than in support of an overall national strategy or plan to enhance employment of persons with disabilities.

## Recommendations

Based on these conclusions, the consulting team recommends the following –

### 1. *Strategic Initiatives* –

CCRW should seek support from appropriate funding agencies to develop -

- a detailed, strategic business plan and operating model to define the needs of key stakeholders including persons with disabilities, employers and support agencies across Canada, (as these relate to enhancing employment opportunities for persons with disabilities);
- a companion implementation plan to provide a roadmap for ‘roll out’ of the strategy; and
- an evaluation framework to measure performance and progress following implementation.

Specifically, the strategy should include –

#### • **National Employment Delivery Strategy and Accommodation Fund**

Collaboration on the development of a national employment delivery strategy specific to persons with disabilities would strive to bring consistency to employment programs across the country. An element of this strategic initiative could include the creation of a national accommodation fund to support the equitable integration of persons with disabilities into the Canadian workforce. The feasibility of such a fund should be evaluated during development of the overall strategic business plan.

- **Comprehensive Marketing And Communications Program**

As an output from the strategic planning process, a complementary marketing and communications program should be designed to address effectively and ultimately change the perceptions, attitudes and biases that currently constrain the employment of persons with disabilities. A key element should include a web portal that would serve as a multi-faceted ‘single point of entry’ to provide -

- information resources and answers to questions about issues related to recruiting, hiring and employment of persons with disabilities. This would extend beyond the scope of the well-established CCRW virtual employment resource centre, WORKink™; and
- other elements such as sensitivity and awareness training program material to complement CCRW’s already established and widely promoted “Disability Awareness Series” (DAS). CCRW could develop DAS for delivery and use by other support agencies.

2. ***Effective EEA Planning***

CCRW should work in collaboration with non-compliant EEA employers across Canada to develop effective templates for equity plans and their associated implementation plans. Additionally, as part of this work, the CCRW could support employers directly or through other disability related organizations in the specific design and implementation of their respective equity plans.

3. ***Accurate Data About Employment of Persons with Disabilities***

CCRW should consider developing, (either as original material or as secondary information compiled from existing sources), a comprehensive “how to” guide that will help support community agencies (and employers) across the country in implementing effective survey programs that will result in accurate and complete information about employment of persons with disabilities in organizations that are subject to the EEA.

## APPENDIX A – SURVEY QUESTIONNAIRE

---

This section presents the on-line survey questionnaire, as it was administered from the Survey Monkey web site.

Readers are asked to note that in all questions in which respondents were asked to make a choice among several possible responses, the order of presentation of those choices was randomised by the survey software to eliminate any response bias that might result from the order of presentation of the answer choices.

### Questionnaire

The purpose of this questionnaire is to help us learn more about issues that affect employment of people with disabilities in all kinds of work environments. Throughout the survey, the term "employer" is used to describe all types of public, private and not-for-profit sector organizations.

1. Please tell us the degree to which you agree or disagree with the following statement.

"An individual with a disability is less likely to be hired than someone without a disability, even if qualifications are equal."

*Strongly Agree      Somewhat Agree      Somewhat Disagree      Strongly Disagree*

2. Please tell us the extent to which you agree or disagree with each of the following statements.

*Strongly Agree      Somewhat Agree      Somewhat Disagree      Strongly Disagree*

*People with disabilities generally have a harder time than others doing most jobs.*

*Most of the specific job requirements in our organization make it impossible for someone with a disability to do the work.*

*If accommodations are made, a person with a disability can generally do a job as well as anyone.*

*Accommodations for people with disabilities create extra costs organizations like ours can't afford.*

3. Are there people with disabilities currently employed in your organization?

*Yes*

*No*

*Don't Know / Can't Answer*

4. Is your organization required by law to employ people with disabilities and other individuals designated under the Employment Equity Act?

*Yes*

*No*

*Don't Know / Can't Answer*

5. Does your organization have a defined plan with specific targets for hiring people with disabilities?

*Yes*

*No*

*Don't Know / Can't Answer*

*Note: Respondents answering "No" to Question 5 were 'skipped' to Question 7 and not asked to respond to Question 6.*

6. Which of the following statements best describes how your organization enforces accountability for achieving those targets?

*We expect the entire management team to actively recruit people with disabilities*

*By awarding bonuses for achievement of those targets*

*We don't have any formal mechanism for achieving those targets*

*Through individual performance appraisals*

*Other (please specify)*

7. Which of the following statements best describes who in your organization has responsibility in meeting the targets for hiring people with disabilities and other individuals designated under the Employment Equity Act?

*We have designated a senior executive responsible for achieving those targets*

*We don't designate any one individual as responsible for achieving those targets*

*This does not apply to our organization because we don't set such targets*

*All senior management shares responsibility for meeting the targets*

8. As your organization actively tried to recruit people with disabilities, but had difficulty doing so because of problems finding qualified candidates?

Yes                      No                      Don't Know / Can't Answer

9. From your perspective, what assistance does your organization need regarding employment of people with disabilities?                      *Please select all that apply.*

*Information about workplace accommodation.*

*Other recruitment support, such as help assessing candidate abilities to perform specific jobs*

*Recruitment support, particularly help identifying qualified candidates*

*Training for staff to raise awareness of employment issues affecting people with disabilities.*

*Information about assistance programs to support employment of people with disabilities.*

*Training for managers about dealing with people with disabilities.*

*Other (please specify)*

10. Which of the following statements **best describes** how your organization would pay for any work place accommodations that could be required when a person with a disability is hired?

*Money would have to be found in the budget of the area hiring the individual*

*We would look for financial support from a government or community agency*

*We would pay for it centrally, even though we don't have a budget for such items*

*There is a central corporate / organization budget for such needs*

*Other (please specify)*

11. To the best of your knowledge, are there community and government programs available in your area to help organizations like yours offset the costs of adjusting a workplace to accommodate the needs of an employee with a disability?

*Yes                      No                      Don't Know / Can't Answer*

12. As far as you know, has your organization ever used government or community programs to offset some of the costs of adjusting a work place to meet the needs of an employee with a disability?

*Yes                      No                      Don't Know / Can't Answer*

13. In your view, would that specific work place accommodation have been made if the program assistance had not been available?

*Yes                      No                      Don't Know / Can't Answer*

14. Would you personally find it helpful to have access to information sources where you could get answers and advice about specific issues and challenges related to recruiting and retaining people with disabilities?

*Yes                      No                      Don't Know / Can't Answer*

*Note: Respondents answering "No" to Question 14 were 'skipped' to Question 16 and not asked to respond to Question 15.*

15. Please indicate which of the following types of information sources would be helpful to you. *Please select all that would be useful.*

*A single website with advice and answers to questions*

*Printed materials, such as newsletters, that included case studies and other guidance*

*Events in my community where I could meet and discuss these issues with others*

*Other (please specify)*

16. Has your organization ever employed people with disabilities who have worked there for more than three years?

*Yes                      No                      Don't Know / Can't Answer*

17. Have there been people with disabilities employed by your organization who were promoted to a more senior position?

*Yes*                      *No*                      *Don't Know / Can't Answer*

18. Which of the following statements best describes how your organization helps employees become sensitive to issues related to working with people with a disability?

*We provide sensitivity and diversity training programs*

*We look to programs offered by government or community groups for help in that area*

*We are experienced and comfortable working with people with disabilities*

*We've never had to address this issue*

*Other (please specify)*

19. Please tell us how the following statement applies to your personal professional experience.

"I have worked with a person with a disability as a professional colleague."

*Applies to me and was a negative experience*

*Applies to me and was a positive experience*

*Does not apply to me because I have never worked closely with a person with a disability*

*Applies to me but was neither a negative nor a positive experience*

20. Do you expect your organization to experience a significant workforce shortage within the next 5 years?

*Yes*                      *No*                      *Don't Know / Can't Answer*

21. Which of the following statements best describes the action your organization is taking to address this expected workforce shortage?

*We will be expanding our general recruiting activity, but not targeting specific groups*

*We know we need to do something about this issue but haven't yet started to develop a plan*

*We have developed a plan to expand our recruitment efforts by targeting people with a disability and other diversity groups*

*We hope to obtain assistance from community and government support agencies to help us develop strategies for identifying qualified employment candidates*

*Other (please specify)*

**To help us categorise responses to this survey, please answer a few questions about yourself.**

22. What is your gender?

*Female*

*Male*

23. Which of the following categories describes your age?

*20 or younger*

*21 - 30*

*31 - 40*

*41 - 50*

*51 - 60*

*60 or older*

24. Which of the following descriptions best describes your professional role?

*General Human Resource Manager*

*Staff Support Specialist - Diversity / General*

*Operational Worker*

*Human Resource Recruiting Specialist*

*Staff Support Specialist - Disability Specific*

*Operational / Unit / Branch Manager*

*Executive*

*Other (please specify)*

25. Do you have or have you had a personal friend or family member with a disability?

*Yes*

*No*

26. Which of the following categories best describes the total number of employees in your organization?

*Fewer than 10*

*11 – 50*

*51 – 100*

*101 – 250*

*251 – 500*

*501 - 1,000*

*1,001 - 5,000*

*More than 5,000*

27. In which of the following locations is your workplace located?

*Newfoundland & Labrador*

*Nova Scotia*

*Prince Edward Island*

*New Brunswick*

*Quebec*

*Ontario*

*Manitoba*

*Saskatchewan*

*Alberta*

*British Columbia*

*Nunavut*

*North West Territory*

*Yukon Territory*

*Other (please specify)*

28. Which of the following categories best describes the sector in which the organization you work for operates?

*Financial Services*

*Broadcasting / Communications*

*Transportation*

*Wholesale / Distribution*

*Electrical / Other Utility*

*Professional / Business Services*

*Telecommunications*

*Provincial Government / Agency*

*Manufacturing*

*Health Care & Related Services*

*Municipal / Regional Government*

*Federal Government / Agency*

*Personal Services*

*Retail*

*Other (please specify)*

Thank you for taking the time to complete our survey. Your responses will be a very helpful contribution to our efforts to improve the effectiveness of the programs and services we provide to support employment of people with disabilities.

## Detailed Results, By Question

(Please note verbatim survey data included here may contain grammar errors)

- 1 Please tell us the degree to which you agree or disagree with the following statement. *"An individual with a disability is less likely to be hired than someone without a disability even if qualifications are equal."*

	<i>Response Total</i>	<i>French Language Responses</i>	<i>Revised Total Responses</i>	<i>%</i>
Strongly Agree	97		97	15.9%
Somewhat Agree	314	6	320	52.5%
Somewhat Disagree	132		132	21.6%
Strongly Disagree	60	1	61	10.0%
Total Respondents	603	7	610	100.0%
(skipped this question)	6			

**2 Please tell us the extent to which you agree or disagree with each of the following statements.**

	<b>Strongly Agree</b>	<b>Somewhat Agree</b>	<b>Somewhat Disagree</b>	<b>Strongly Disagree</b>	<b>Response Total</b>
People with disabilities generally have a harder time than others doing most jobs.	25 4.5%	134 23.9%	267 47.6%	135 24.1%	561 100.0%
Most of the specific job requirements in our organization make it impossible for someone with a disability to do the work.	31 5.5%	119 21.3%	187 33.5%	222 39.7%	559 100.0%
Accommodations for people with disabilities create extra costs organizations like ours can't afford.	22 3.9%	103 18.4%	206 36.8%	229 40.9%	560 100.0%
If accommodations are made a person with a disability can generally do a job as well as anyone.	392 69.3%	141 24.9%	13 2.3%	20 3.5%	566 100.0%
Total Respondents	565				
(skipped this question)	48				

**3 Are there people with disabilities currently employed in your organization?**

	<i>Response Total</i>	<i>French Language Responses</i>	<i>Revised Total Responses</i>	<i>%</i>
Yes	412	4	416	74.7%
No	77	3	80	14.4%
Don't Know / Can't Answer	61		61	11.0%
Total Respondents	550	7	557	100.0%
(skipped this question)	56			

**4 Is your organization *required by law* to employ people with disabilities and other individuals designated under the Employment Equity Act?**

	<i>Response Total</i>	<i>French Language Responses</i>	<i>Revised Total Responses</i>	<i>%</i>
Yes	207	4	211	38.0%
No	188	2	190	34.2%
Don't Know / Can't Answer	153	1	154	27.7%
Total Respondents	548	7	555	100.0%
(skipped this question)	58			

**5 Does your organization have a defined plan with specific targets for hiring people with disabilities?**

	<i>Response Total</i>	<i>French Language Responses</i>	<i>Revised Total Responses</i>	<i>%</i>
Yes	154	3	157	28.3%
No	265	4	269	48.5%
Don't Know / Can't Answer	129		129	23.2%
Total Respondents	548	7	555	100.0%
(skipped this question)	58			

**6 Which of the following statements best describes how your organization enforces accountability for achieving those targets?**

	<i>Response Total</i>	<i>French Language Responses</i>	<i>Revised Total Responses</i>	<i>%</i>
Through individual performance appraisals	26	1	27	10.2%
By awarding bonuses for achievement of those targets	3		3	1.1%
We expect the entire management team to actively recruit people with disabilities	95	2	97	36.5%
We don't have any formal mechanism for achieving those targets	80	3	83	31.2%
Other (please specify)	55	1	56	21.1%
Total Respondents	259	7	266	100.0%
(skipped this question)	347			

### *Question 6: Open-ended Responses*

- I'm not sure how the organization enforces this.
- EE staffing is monitored by HQ
- Through advertising and recruitment Through training
- Departments are required to have Affirmative Action Plans and to provide annual Progress reports on 'qualitative and quantitative targets/goals'
- I don't know
- There is no accountability. The employer helps whom they want to help.
- Don't know
- We have an employment equity plan which meets the requirements of the federal contractors program.
- The Agency has a five year plan on employment equity that addresses recruitment, retention and learning for women, aboriginal people, members of visible minorities and persons with disabilities. The performance agreement of senior managers contains a clause on employment equity and they assessed based on their performance in this area.
- Not aware of any formal programs
- Because our business is transportation, we are very limited to hiring people with disabilities
- We have three categories of employment. Each has accountability criteria.
- N/A
- We do a private survey to determine our employees disability level and we building relations the organizations like CCRW to participate in work terms that can lead to employment opportunities
- Company has a positive measures program to increase opportunities for people with disabilities
- We have a Diversity Management and Affirmative Action Plan that includes promotion of hiring people with disabilities.
- Recruitment plan to include sources targeted at persons with disabilities
- The Corporate Strategic Plan sets numerical goals for the corporate representation of all designated group membership. Business Unit/Divisional and (Some) Departmental annual business plans may set numeric D.G. goals. It is then a collaborative effort between line management and the Employment Equity & Recruitment department to work together to meet these goals. The individual line manager's Performance Planning and Goal Setting (part of the performance appraisal system) may have reference to increasing overall designated group representation in it. Recruiting and internal marketing of persons with a disability has been our single biggest challenge within the designated group community.
- don't know at this point

- We have goals that are clearly established and communicated across all lines of business. The Workforce Analysis team tracks and monitors the compliance and measures our progress. These goals are linked to performance at the Executive level.
- Implementation of the hospital Annual Accessibility Plan and addressing specific barriers
- When recruiting there is a candidate who is disabled and can do the job, this candidate is given priority and generally hired.
- We are building consideration of people with disabilities into the recruiting process for all positions.
- Our hr team is always making connections with the community to encourage qualified people with disabilities to apply
- Have never heard the issue discuss but I am not involved in HR or senior management.
- Not sure is there is a plan in place or not.
- HR sits on all hiring panels and provides advice and guidance to hiring managers - includes all issues and therefore includes PWD
- People with disabilities treated as part of larger diversity initiatives and targets - no specific, numerical target for hiring people with disabilities.
- Not applicable for in this business.
- Responsibility lies with Recruitment to open up the advertising to all talent pools.
- BMO is committed to creating a diverse workforce and an equitable, supportive workplace. This is seen in support from the top and throughout the organization. An executive position was created in the early '90s with accountabilities for moving the diversity dial. Quarterly diversity objectives are set by the Management Board Executive Committee (made up of the senior most individuals at the bank) and are measured through a comprehensive suite of online reports. These metrics are further monitored by the Office of Diversity & Workplace Equity and HR Business Partners throughout the organization. BMO's progress in diversity is regularly communicated both internally and externally. An internal diversity intranet site details many of the groundbreaking elements of BMO's diversity journey. BMO further measures its ability to meet the needs of its workforce and our progress that has been made in diversity through our Annual Employee Survey (AES). Within the survey is a Diversity Index (DI), comprised of several questions that assess employee perceptions of diversity and diversity related issues for creating a diverse workforce and an equitable, supportive, and fully inclusive workplace. Action plans are developed based on the AES results to ensure that progress continues to be made. BMO also has several diversity programs and initiatives in place which further supports our commitment as stated in one of our Corporate Values, 'We draw our strength from the diversity of our people and our businesses.'
- Too small an organization
- Executive Management sponsorship was obtained for our employment equity / positive measures program and managers at the hiring level have equity recruitment incorporated into their performance review.
- We operate as an equal opportunity employer focusing on abilities only.
- don't know
- Don't know - don't work in HR
- As a Federal Employer, we develop an Employment Equity Plan.
- Not qualified to answer this question

- Can't answer...not sure
- I don't know
- I am not aware of any regime that our organization has to recruit people with disabilities.
- We have set targets and have shared these targets for all identified employment equity groups, with all of our staff.
- I don't know
- don't know
- Do not know process used.
- Targets monitored and part of annual business unit performance evaluation.
- We are a disability related organization. 90% of our staff has a disability.
- Don't Know
- Employment Equity plans
- ours is a disability organization and have many people with disabilities employed
- Federal Government has a diversity of initiatives to hire PWD's in its HR Planning on a yearly and longer term HR Plan basis
- I am an advocate of people with disabilities but also a one-person business owner. I am certainly not against hiring anyone if the work is available and he or she can demonstrate the essential skills I am looking for and is one who shows confidence and customer service. Money is a factor and I would need assurance that accommodation will be funded. The way I see it is companies in Saskatchewan have a hard time computing spending extra money up front with improving productivity and saving money, and preventing staff turnover over the long term. The other problem is salaries are unacceptably low here and it does not give the person with the disability a chance to move ahead, build skills and confidence. The jobs they find are often degrading for their skills and qualifications. Finally, accessibility is still a big problem. Not enough buildings are accessible. Unacceptable. Saskatchewan is still holding on to a thin thread and cannot understand why they have a hard time keeping employees. They have a different perspective than almost every other province. Convincing them to spend money and take risks is the challenge here.
- We have staff specifically assigned to managing our employment equity goals, providing resources to management for individuals requiring accommodation, looking for ways to provide training, etc to help in encouraging a diverse work place.
- Dedicated Recruitment team who actively recruit and profile people with disabilities for branch and department positions.
- Not Applicable

**7 Which of the following statements best describes who in your organization has responsibility in meeting the targets for hiring people with disabilities and other individuals designated under the Employment Equity Act?**

	<i>Response Total</i>	<i>French Language Responses</i>	<i>Revised Total Responses</i>	<i>%</i>
All senior management shares responsibility for meeting the targets	140	2	142	28.7%
We have designated a senior executive responsible for achieving those targets	37	1	38	7.7%
We don't designate any one individual as responsible for achieving those targets	84	1	85	17.2%
This does not apply to our organization because we don't set such targets	227	3	230	46.5%
Total Respondents	488	7	495	100.0%
(skipped this question)	118			

**8 Has your organization actively tried to recruit people with disabilities but had difficulty doing so because of problems finding qualified candidates?**

	<i>Response Total</i>	<i>French Language Responses</i>	<i>Revised Total Responses</i>	<i>%</i>
Yes	90	1	91	17.3%
No	248	5	253	48.2%
Don't Know / Can't Answer	181		181	34.5%
Total Respondents	519	6	525	100.0%
(skipped this question)	88			

**9 From your perspective what assistance does your organization need regarding employment of people with disabilities? Please select all that apply.**

	<i>Response Total</i>	<i>French Language Responses</i>	<i>Revised Total Responses</i>	<i>%</i>
Training for managers about dealing with people with disabilities.	249	3	252	55.9%
Information about workplace accommodation.	212	4	216	47.9%
Information about assistance programs to support employment of people with disabilities.	255	5	260	57.6%
Recruitment support particularly help identifying qualified candidates	227	4	231	51.2%
Other recruitment support such as help assessing candidate abilities to perform specific jobs	183	2	185	41.0%
Training for staff to raise awareness of employment issues affecting people with disabilities.	225	3	228	50.6%
Other (please specify)	56		56	12.4%
Total Respondents	444	7	451	100.0%
(skipped this question)	162			

### Question 9: Open-ended Responses

- Develop reference tools for employers to refer to such as links, contact names etc. where we may target advertising
- Attitudinal barriers. The employer will help whomever they wish to help.
- Financial assistance to pay for additional technology, furniture etc if that were required by the person with a disability.
- Were to advertise positions that target people with disabilities.
- None
- Don't know, can't answer
- Don't Know
- We actually help people with disabilities get employment in the community so therefore none of the above really applies to us. We would hire any individual with any disability if they can do the work required.
- Need to tap into the 85% of the employed people with disabilities that represent the skilled, passive labour market.
- In my humble opinion, any organization hiring staff or people with disabilities MUST / SHOULD be allowed to write off certain bills in tax time. I'm against compulsory hiring but incentives or employers must be lured with benefits to hire folks with disabilities
- we are a school bus company. MTO requirements include a medical report. There are conditions that will disqualify candidates for that position
- Internal resources are well equipped to meet the needs of the organization.
- Funding Allocation from the government to support and facilitate the renovation need to improve accessibility to public building
- It would depend on the disability of the person applying - our office is very small and cluttered which makes it hard to get around
- We have no employees so many of these questions do not anticipate our requirements.
- No needs - we're doing fine.
- Funding to make workplace more accessible.
- I don't have any organization
- a shift in mindset
- We have undertaken training for employees
- None
- No assistance required. We have always had a number of disabled candidates provide resumes and we retain for a suitable position.
- More timely statistical data/profiles on Persons with Disabilities in the workforce to strengthen the need to recruit young people. Our organization has many existing, older workers who are acquiring disabilities, and is not recruiting young people with disabilities. I believe we should be more actively recruiting young people with disabilities, as well.
- Information about good human resource practices to ensure hiring is equitable across 175 departments. Information that is easily accessible and easy to digest and implement.
- Outside provided funding to provide accommodations for people with disabilities.
- Buy in from hiring managers so they will be open to hiring someone with a challenge.
- Not aware of what is provided.
- In retail, we need physical accommodation to be able to hire people with disabilities, especially if they are in wheelchair. No physical room in location.

- General Awareness training
- While BMO utilizes many of the options listed above, we are always interested in learning more about new adaptive technologies as they are released.
- No assistance needed. We only have six people, three part times.
- Don't know
- None, we have expertise in this area
- We are a very small operation (6 people); this type of formal program does not apply to us.
- We need to be fair and open to more ... not cherry picking... having persons with disabilities, mandated to sit on Hiring committees within organizations that are Non profit organizations etc.....
- None of the above
- Our organization is a service provider that includes people with disabilities as a rule and works toward assisting people with disabilities finding employment in mostly a rural setting or assisting with a transition program to an area with more employment and more accommodating to their specific disability. Rural areas are generally not conducive to employment for anyone and even less so for people with disabilities such as physical - wheelchairs present significant mobility barriers in the country.
- Do not require assistance, because it is not an objective. Also depends on type of disability.
- I don't know
- Incentive to hire persons with disabilities - currently there is no need to undertake a programme as the organization has a successful recruitment process in place that brings in the needed skills.
- GO Transit has trained and dedicated Occupational Health & Safety Officer and Employee Relations Advisor who deal with accommodation matters.
- Information for the recruitment stage including, appropriate wording for job postings and appropriate timing and language for discussing accommodation.
- Money
- Annual review of barriers to those with disabilities and annual update of the Municipal Accessibility Plan
- not that I know of.
- do not require assistance
- difficult question to answer...We are a small firm of 8 to 10 people and when I hire I look for what the person has done and what I feel they can do for us. It isn't that I actively look for a specific individual or group as if that were the case I wouldn't be getting the best of the best.
- Pro-active approach in industry by job developers to promote hiring of PWD's.
- None. While we do not have specific targets, we hire people with disabilities and have had few problems.
- People should apply and interview based on their skills. Assuming they have the abilities to do the job, and that accommodating their disability is within reason and does not cost the organization more than we are getting out of that person's productivity, then the disability is a non-issues. We look for the best people and the most bang for our buck. We don't compromise on either of those points.
- We are in an 80 year old building & creating access to the second floor would be a major challenge. We would need advice/support on providing access.
- Assistance in funding to make sure salaries are decent.
- I am not sure, however, it is required that we be a supporter of visible minorities.

- We are actively involved in the recruitment of individuals with disabilities.

**10 Which of the following statements best describes how your organization would pay for any work place accommodations that could be required when a person with a disability is hired?**

	<i>Response Total</i>	<i>French Language Responses</i>	<i>Revised Total Responses</i>	<i>%</i>
There is a central corporate / organization budget for such needs	86	1	87	17.9%
Money would have to be found in the budget of the area hiring the individual	154	2	156	32.2%
We would look for financial support from a government or community agency	86	4	90	18.6%
We would pay for it centrally even though we don't have a budget for such items	109		109	22.5%
Other (please specify)	43		43	8.9%
Total Respondents	478	7	485	100.0%
(skipped this question)	128			

### Question 10: Open-Ended Response

- Up to \$1000 paid by area. Excess amount covered by the region
- There is a small central fund and individual debts are expected to find the resources
- don't know
- Both B & D
- If financial support available would access that, then if not available would fund centrally although no specific budget set aside.
- Can't answer
- Generally the money to pay for work place accommodations would be found in the budget of the branch hiring the individual, but where that cost was significant, support would be provided centrally even though we don't have a specific budget for such items
- Don't know
- Not sure
- In my humble opinion, any organization hiring staff or people with disabilities MUST / SHOULD be allowed to write off certain bills in tax time. I'm against compulsory hiring but incentives or employers must be lured with benefits to hire folks with disabilities
- We are already accessible
- We have no employees (just two partners) so it is not an issue for us.
- unknown at this time
- I'm not sure
- I don't have any organization
- Accommodation is paid for mostly by the hiring department but we also have a central accommodation budget if needed.
- don't know
- DRES Disability related supports services with the government of Alberta
- Cannot answer. This is a question for HR and/or senior administration to address
- don't know
- Not sure. May be a combination of external and internal.
- No sure
- We could also access help centrally
- All the above
- Look to other resources within government.
- We are a little retail shop with the full time manager and 1 part timer. Still too small to think about finding that kind of money right now.
- we only have six employees. not an issue
- We currently share costs between central admin and the hiring unit. We need additional funds from government to make our workplace (non-profit, public sector) universally accessible.
- Managers pay first \$500, after that amount a central fund is in place to cover additional costs.
- It wouldn't happen. Either the person can work for us or they can't.
- Well if the 25 year plan to make Barrier free, then for the time being use 2 year funding window for those with lease of building 5 years or more.. Be fair and reasonable capital funding.
- We would first look for funding, but hire regardless if we had a suitable applicant
- Workplace accommodations would be part of the position.

- We would try any option available. We are not-for profit and do not have any funding set aside for this specific purpose.
  - I don't know
  - The organization does not actively recruit persons with disabilities and does not consider it a priority.
  - don't know
  - cannot answer - publicly funded organization
  - We do pay centrally ... but if we went to a targeted program we'd be looking for financial support.
- Combination of paying centrally, funding from existing budgets
  - not familiar with funding for accommodation at the hiring stage but if accommodation is required based on a workplace disability in our workplace the cost of accommodation is found in the budget of the area.
  - A combination of department budgets for some items and a central corporate budget for the larger expense items.

**11 To the best of your knowledge are there community and government programs available in your area to help organizations like yours offset the costs of adjusting a workplace to accommodate the needs of an employee with a disability?**

	<i>Response Total</i>	<i>French Language Responses</i>	<i>Revised Total Responses</i>	<i>%</i>
Yes	180	3	183	36.4%
No	37		37	7.4%
Don't Know / Can't Answer	279	4	283	56.3%
Total Respondents	496	7	503	100.0%
(skipped this question)	111			

**12 As far as you know has your organization ever used government or community programs to offset some of the costs of adjusting a work place to meet the needs of an employee with a disability?**

	<i>Response Total</i>	<i>French Language Responses</i>	<i>Revised Total Responses</i>	<i>%</i>
Yes	100		100	20.0%
No	194	5	199	39.7%
Don't Know / Can't Answer	200	2	202	40.3%
Total Respondents	494	7	501	100.0%
(skipped this question)	113			

**13 In your view would that specific work place accommodation have been made if the program assistance had not been available?**

	<i>Response Total</i>	<i>French Language Responses</i>	<i>Revised Total Responses</i>	<i>%</i>
Yes	96	1	97	31.8%
No	25	2	27	8.9%
Don't Know / Can't Answer	177	4	181	59.3%
Total Respondents	298	7	305	100.0%
(skipped this question)	308			

**14 Would you personally find it helpful to have access to information sources where you could get answers and advice about specific issues and challenges related to recruiting and retaining people with disabilities?**

	<i>Response Total</i>	<i>French Language Responses</i>	<i>Revised Total Responses</i>	<i>%</i>
Yes	384	5	389	79.1%
No	63	2	65	13.2%
Don't Know / Can't Answer	38		38	7.7%
Total Respondents	485	7	492	100.0%
(skipped this question)	123			

15 **Please indicate which of the following types of information sources would be helpful to you. Please select all that would be useful.**

	<b>Response Total</b>	<b>French Language Responses</b>	<b>Revised Total Responses</b>	<b>%</b>
A single website with advice and answers to questions	383	5	388	92.4%
Printed materials such as newsletters that included case studies and other guidance	235	6	241	57.4%
Events in my community where I could meet and discuss these issues with others	160	4	164	39.0%
Other (please specify)	30		30	7.1%
Total Respondents	414	6	420	100.0%
(skipped this question)	193			

### Question 15: Open-Ended Response

- A one stop source of employment information - not a government depository or government site
- Conferences, workshops dealing with the employment of persons with disabilities. Disabled persons cannot be represented by able bodied persons.
- work place seminars and information sharing sessions.
- Incentives for employers
- Call Centre style or phone hotline consultation
- training and workshops
- videos
- I don't think there is a single solution because of the range of situations dependent on the type of disability. I already access many websites or agency websites related to various disabilities
- Advertisements from the Canadian Government in all newspapers encouraging employers to recruit from the disabled community. Some marketing work would be helpful on TV, etc
- Government funding and support programs
- I have access to these types of information sources already.
- All the above
- A network of organizations, similar to BMO in size, where Best Practices can be discussed.
- courses
- some examples access to resources (info or people) to get informed about people with specific disabilities.....about the disability and impact on people's lives, how we can accommodate people with disabilities success stories about people with disabilities in the workplace
- Advice/consultations with experts in universal design as well as physical demands analysis.
- A Champion with whom to address issues as they arise and if necessary act as a mediator
- Information sources to be transparent to all Canadians, just not organizations, but all individuals with in our society (Website and at libraries.
- We have an extensive knowledge concerning employment for people with disabilities and consistently pass this information along to employers in the area
- email updates on specific issues which would remind me of the website and its broader information.
- mandatory hiring quota ... currently there is no requirement to hire PWD, therefore, the employer will not.
- Targeted Competition posting. A Job posting system that targets people living with disabilities would help us reach this demographic for equity purposes.
- Video materials and informative interactive software disks
- Case studies on the website that provide a balanced assessment of BFOR/accommodation issues in hiring and/or retention of employees that develop disabilities.
- Website exists in Manitoba: [www.mb.workinonet.ca/disability](http://www.mb.workinonet.ca/disability)
- On site information sessions with employers and employees combined.
- Any and all help would be greatly appreciated!
- One on one in-office assistance
- someone to call
- A website where PWD can advertise their availability. It would categorized by type of profession and include information about qualifications and experience

**16 Has your organization ever employed people with disabilities who have worked there for more than three years?**

	<i>Response Total</i>	<i>French Language Responses</i>	<i>Revised Total Responses</i>	<i>%</i>
Yes	306	4	310	63.7%
No	75	3	78	16.0%
Don't Know / Can't Answer	99		99	20.3%
Total Respondents	480	7	487	100.0%
(skipped this question)	126			

**17 Have there been people with disabilities employed by your organization who were promoted to a more senior position?**

	<i>Response Total</i>	<i>French Language Responses</i>	<i>Revised Total Responses</i>	<i>%</i>
Yes	180	2	182	37.2%
No	111	4	115	23.5%
Don't Know / Can't Answer	191	1	192	39.3%
Total Respondents	482	7	489	100.0%
(skipped this question)	124			

**18 Which of the following statements best describes how your organization helps employees become sensitive to issues related to working with people with a disability?**

	<i>Response Total</i>	<i>French Language Responses</i>	<i>Revised Total Responses</i>	<i>%</i>
We provide sensitivity and diversity training programs	158	1	159	33.9%
We are experienced and comfortable working with people with disabilities	122	1	123	26.2%
We look to programs offered by government or community groups for help in that area	25	1	26	5.5%
We've never had to address this issue	113	3	116	24.7%
Other (please specify)	45		45	9.6%
Total Respondents	463	6	469	100.0%
(skipped this question)	144			

**Question 18: Open-Ended Responses**

- don't know
- We have provided in the past sensitivity and diversity training programs. However, we are currently working at re-establishing those training sessions.
- not sure
- It has not been an issue.
- Organizations are notorious for providing information and programs that do not meet the needs of the disabled person being serviced. If you are putting information about Canada Pension Plan on your website, then you are illustrating that Canada Pension Plan has failed to meet the needs of persons with disabilities. And it follows that CPP needs to revise its action plans with the Canadian public.
- We discuss the issues (we are a small organization with 5 staff)
- There has been no program to help employees become sensitive to issues related to working with people with a disability.
- We had a person who was disabled working with us on a temporary basis
- We provide sensitivity training to the specific work group where the employee is assigned.
- in the process of developing training for all employees.
- We are just beginning to develop our experience and comfort level working with people with disabilities. We believe it our responsibility to develop and use/will be using a variety of

- resources/programs offered by government and community groups, as well those developed in-house
- Having policies such as Discrimination and Harassment Prevention, Employee Accommodation, Employment Equity
- sensitivity programs have not been offered to date but it is something that I strongly feel should be pursued.
- walk the talk
- have policies re modified work.
- We have no employees.
- unknown
- I have no organization
- We have worked with departments in which disabled employees are placed to ensure sensitivity and understanding.
- I DONT THINK OUR ORGANIZATION EVER HAD TO CONDUCT ANY SESSION OR TRAINING BUT I THINK IT'S USEFUL AND SHOULD BE MANDATORY.
- We provide sensitivity and diversity training programs, but enrolment is voluntary
- there is a program but it isn't common knowledge
- All the above
- We have had persons with disabilities working with us, but were never OFFERED ANY SENSITIVITY TRAINING.
- We are thinking about delivering some awareness training or information sessions
- Too small
- n/a
- Disabilities any more can be about any thing from knee replacement, or mental illness, to more open one's so the question is some what open ended.
- I'm not aware of our organization dealing with this situation.

- We offer educational information sessions and invite persons from the Canadian Hard of hearing and CNIB to do presentations to our staff. This is offered through our Accessibility Committee.
- spoke to other employees in that area
- We provide respectful workplace training, and training in 'duty to accommodate'.
- We are currently in the planning stages of developing a diversity training program
- don't know
- No corporate programs. Our HR department provides situation specific advice, support and training.
- sensitivity in terms of workplace harassment
- Not sure if this has been done.
- We deal with any issues on an ad hoc basis... which has included sensitivity training for specific occurrences.
- Don't Know
- Since it is me 'the senior partner' who has epilepsy, I discuss this with each new employee to train them on what could happen and what to do.
- experience is limited but positive
- all of the above
- We treat everyone like people. Some employees face domestic issues, some face alcoholism or drugs, others have physical or mental disabilities. In all cases, these things cannot get in the way of their jobs to any large extent. If they do, we provide an outlet for support. If the support is not sufficient at its current level and not cost-efficient to expand, we find someone who is better able to do the job. End of story.
- We provide corporate sensitivity and diversity training programs but will also work independently with departments who require additional support to assistance when working with individuals who may have a disability.

- We offered a compulsory sensitivity and diversity awareness session in 2004.

**19 Please tell us how the following statement applies to your personal professional experience. "I have worked with a person with a disability as a professional colleague."**

	<i>Response Total</i>	<i>French Language Responses</i>	<i>Revised Total Responses</i>	<i>%</i>
Applies to me and was a positive experience	262	3	265	54.4%
Applies to me and was a negative experience	4		4	0.8%
Applies to me but was neither a negative nor a positive experience	86	2	88	18.1%
Does not apply to me because I have never worked closely with a person with a disability	128	2	130	26.7%
Total Respondents	480	7	487	100.0%
(skipped this question)	126			

**20 Do you expect your organization to experience a significant workforce shortage within the next 5 years?**

	<i>Response Total</i>	<i>French Language Responses</i>	<i>Revised Total Responses</i>	<i>%</i>
Yes	149	3	152	31.1%
No	244	2	246	50.4%
Don't Know / Can't Answer	88	2	90	18.4%
Total Respondents	481	7	488	100.0%
(skipped this question)	125			

**21 Which of the following statements best describes the action your organization is taking to address this expected workforce shortage?**

	<i>Response Total</i>	<i>French Language Responses</i>	<i>Revised Total Responses</i>	<i>%</i>
We have developed a plan to expand our recruitment efforts by targeting people with a disability and other diversity groups	56	1	57	27.0%
We will be expanding our general recruiting activity but not targeting specific groups	63	2	65	30.8%
We hope to obtain assistance from community and government support agencies to help us develop strategies for identifying qualified employment candidates	11	2	13	6.2%
We know we need to do something about this issue but haven't yet started to develop a plan	46		46	21.8%
Other (please specify)	29	1	30	14.2%
Total Respondents	205	6	211	100.0%
(skipped this question)	402			

**Question 21: Open-Ended Response**

- This would fall with our HR Management Team
- We have developed a plan to expand our recruitment efforts and does continue to include people with a disability and other diversity groups
- I don't know
- Developing attractive HR programs to recruit and retain talent.
- The Agency has developed an HR planning process. The plan will address resources needed due to potential retirement. The Agency's five-year employment equity plan will be streamlined with the HR plan.
- The organisation is going to address this issue in the near future
- Doesn't apply
- We are developing a comprehensive plan.
- Realize the problem and have a general hiring scheme to follow that includes diversity and disability
- Not applicable - if we need to hire more staff we usually advertise
- Attend college/university recruitment fairs; offer reduced hours and extra training to employees age 55 and older.
- I have no organization
- None of these apply
- We are not sure where we will experience shortages, if any.
- Leave the work to what staff is left or contract it out.
- In retail, it is hard to know how the business will do. It is hard to plan about human resources.
- Our academic chair has brought this need to the attention of the Dean and Academic Vice President of our university, but there is

not sufficient funds to do proper retirement planning from year to year. I am not aware of a centralized plan to deal with the issue.

- Don't know
- I'm unaware of any action this organization is taking or of an expected workforce shortage.
- Question 19, is not giving much choice in no answer.. What we all know that the population base for birth to 19 has fallen, and we will not see the great increase as we have with the Baby- Boomers,, who increase the work force in the early 60, 70, 80. I think the government officials know the answer to question 21.
- I don't know
- I don't know
- we will develop a plan to expand our recruitment efforts by targeting people with a disability and other diversity groups
- WE are trying to develop a plan to expand recruitment efforts that target designated groups
- nothing known
- Don't know
- Our shortage is/will be in nursing - we currently accommodate incumbents (aging workforce) into suitable, available alternate work, but consider physical capability to be a BFOR ... our strategy therefore is to expand general recruiting activity and to consider alternate care models rather than targeting people with a disability for this specific shortage.
- We will be targeting new graduate nurses as well as attempting to retain and attract experienced nurses.
- Not Applicable

## 22 What is your gender?

	<i>Response Total</i>	<i>French Responses</i>	<i>Revised Totals</i>	<i>%</i>
Female	285	4	289	60.2%
Male	188	3	191	39.8%
Total Respondents	473	7	480	100.0%
(skipped this question)	133			

## 23 Which of the following categories describes your age?

	<i>Response Total</i>	<i>French Responses</i>	<i>Revised Totals</i>	<i>%</i>
20 or younger	0		0	0.0%
21 - 30	49		49	10.3%
31 - 40	118	1	119	24.9%
41 - 50	154	4	158	33.1%
51 - 60	134	2	136	28.5%
60 or older	16		16	3.3%
Total Respondents	471	7	478	100.0%
(skipped this question)	135			

**24 Which of the following descriptions best describes your professional role?**

	<i>Response Total</i>	<i>French Responses</i>	<i>Revised Totals</i>	<i>%</i>
Executive	116	1	117	24.4%
Operational / Unit / Branch Manager	64	1	65	13.6%
Operational Worker	20	1	21	4.4%
General Human Resource Manager	94	1	95	19.8%
Human Resource Recruiting Specialist	41	1	42	8.8%
Staff Support Specialist - Diversity / General	39	1	40	8.4%
Staff Support Specialist - Disability Specific	14		14	2.9%
Other (please specify)	85		85	17.7%
Total Respondents	473	6	479	100.0%
(skipped this question)	134			

**Question 24: Open-Ended Response**

- teacher
- Policy Analyst with Disability/Accessibility file responsibility
- Human Resources Program Officer
- Manager
- Union activist
- Sole proprietor
- Sales
- HR Director
- Employment Equity Specialist
- Consultant
- Human Resources Coordinator-Generalist
- owner
- Analyst
- Human Resources Development Advisor
- Vocational rehabilitation Counsellor
- Finance
- owner / General Manager
- clerk
- Employment Equity Advisor -(specialist in workforce demographics)
- Program Supervisor
- Bldg. Clerk, Secretary for TAAC
- Clerk/Human Resource Director
- Assistant Executive Director
- Administrative Manager
- managing partner
- Owner
- General Manager
- principal
- music teacher
- worker
- Human Resources
- Diversity Coordinator
- Health and Safety Officer in charge of disability issues
- Human Resources Generalist
- Occupational Health and Safety; Accessibility Coordinator for the Accessibility Working Group
- planner
- Manager-diversity/general
- rehab worker
- Accessibility Coordinator
- principal
- OWNER
- HR generalist
- Program Manager
- EAP - Human Resources
- I am new to the org. -HR
- Project Officer
- senior advisor - diversity
- Volunteer / Treasurer
- Manager
- Office Manager
- HR officer
- EE Committee Member
- Advisor, Human Resources Communications
- Employment Equity - Diversity Outreach
- Employment equity specialist
- University professor
- president of company
- HR Advisor - Generalist
- Strategic Policy Specialist
- HR Assistant
- Professional with small consulting firm
- Retired
- Lawyer
- Board member
- Manager Building Service/ Housekeeping
- Employment Equity Coordinator/ Development and Training Coordinator
- Vocational Rehabilitation Worker
- Human Resources Specialist - Labour Relations
- HR Staff - Diversity specific
- HR Policy Advisor
- Student employed in HR
- Employee Relations Manager
- coordinator
- case manager
- Employment Development Specialist
- voc rehab consultant
- Consultant
- Vocational Specialist
- Program Coordinator
- Manager-volunteer organization
- HR Generalist
- Independent counsellor
- Human Resources Co-ordinator
- Manager
- Coordinator, Legislated Programs

**25 Do you have or have you had a personal friend or family member with a disability?**

	<i>Response Total</i>	<i>French Responses</i>	<i>Revised Totals</i>	<i>%</i>
Yes	341	7	348	72.5%
No	132		132	27.5%
Total Respondents	473	7	480	100.0%
(skipped this question)	133			

**26 Which of the following categories best describes the total number of employees in your organization?**

	<i>Response Total</i>	<i>French Responses</i>	<i>Revised Totals</i>	<i>%</i>
Fewer than 10	48	1	49	10.2%
11 - 50	62	2	64	13.3%
51 - 100	50	1	51	10.6%
101 - 250	57		57	11.8%
251 - 500	39		39	8.1%
501 - 1,000	43		43	8.9%
1,001 - 5000	94	3	97	20.1%
More than 5,000	82		82	17.0%
Total Respondents	475	7	482	100.0%
(skipped this question)	132			
		< 500 employees	260	53.9%
		> 500 employees	222	46.1%

**27 In which of the following locations is your workplace located?**

	<i>Response Total</i>	<i>French Responses</i>	<i>Revised Totals</i>	<i>%</i>
Newfoundland & Labrador	34		34	7.2%
Nova Scotia	93		93	19.7%
Prince Edward Island	5		5	1.1%
New Brunswick	43		43	9.1%
Quebec	7	7	14	3.0%
Ontario	174		174	36.8%
Manitoba	41		41	8.7%
Saskatchewan	12		12	2.5%
Alberta	23		23	4.9%
British Columbia	10		10	2.1%
Nunavut	0		0	0.0%
North West Territory	0		0	0.0%
Yukon Territory	1		1	0.2%
Other (please specify)	22	1	23	4.9%
Total Respondents	465	8	473	100.0%
(skipped this question)	141			

**Question 27: Open-Ended Response**

- Canada
- Ontario, Quebec, Alberta, British Columbia, Manitoba, U.S.A., Europe
- across Canada
- Canada wide
- Canada-wide
- BC, AB, SK, MB, ON, QC + USA, UK, France
- National
- Across 7 provinces
- Across Canada, Eastern USA & international
- We have locations across Canada, the United States, and in Europe
- Across Canada
- Canada & US
- across Canada
- Atlantic Canada
- In Canada, USA, Europe, etc.
- In all four Atlantic provinces
- Ontario & New Brunswick
- Canada wide
- International
- Across Canada
- All of Canada
- Our Head Office is located in Montreal. We have branches across Canada.

28 Which of the following categories *best* describes the sector in which the organization you work for operates?

	<i>Response Total</i>	<i>French Responses</i>	<i>Revised Totals</i>	<i>%</i>
Retail	13		13	2.8%
Personal Services	7		7	1.5%
Wholesale / Distribution	4		4	0.9%
Transportation	21	2	23	4.9%
Broadcasting / Communications	11	1	12	2.6%
Telecommunications	25		25	5.3%
Electrical / Other Utility	13		13	2.8%
Financial Services	38	1	39	8.3%
Professional / Business Services	41	1	42	9.0%
Manufacturing	15		15	3.2%
Health Care & Related Services	55		55	11.8%
Municipal / Regional Government	43		43	9.2%
Provincial Government / Agency	47		47	10.0%
Federal Government / Agency	39	1	40	8.5%
Other (please specify)	90		90	19.2%
Total Respondents	462	6	468	100.0%
(skipped this question)	144			

### Question 28: Open-Ended Response

- Education
- Wireless technology
- Not for profit association representing small-and medium-sized independent businesses across Canada
- Not for profit human service agency
- Oil & Gas
- Project Management (Construction)
- Information Technologies
- Chamber of Commerce
- Post Secondary Education
- Consultation
- Not for profit membership association
- Construction
- University
- Education Sector
- Logistics
- Entertainment
- Rehabilitation
- Information Technology
- Education
- Trade Association
- Mining and Processing
- IT
- Educational
- Oil & Gas
- Private, tax
- Higher education
- Post secondary education
- Appraisal service
- Educational institution
- University
- Hospitality
- Nonprofits. Disability Issues
- Education
- Education / University
- Non Profit charitable organization working with employment
- Real Estate
- University
- Post secondary education
- Hospitality
- Education
- Computer Consultants
- Education sector
- Landscaping
- Consulting
- Tennis Club.
- Private Education
- Law
- Energy
- NGO
- non-profit
- Education
- University
- Mining
- Offshore Oil related
- Family Center
- Tourism
- Community Hospital
- Municipal Government
- Non-profit
- NGO, employment, rehabilitation and recreational services for people with disabilities
- Insurance
- Not-for-profit organization
- Not for Profit Sector
- Municipal Government.
- Education
- University
- Not-for-profit sector social research and policy
- Human service
- Non-profit- employment agency for persons with challenging needs
- Ore extraction
- Non profit
- Post Secondary
- Gaming
- Government
- Education
- Energy
- CBO
- Non-profit agency
- Research
- Not for profit / Education
- Social Services Agency
- Workplace insurance and compensation
- Academic/research organization
- Manufacturing and retail
- University
- Heritage Institution
- Training/Development
- Educational Institution

## APPENDIX B – ORGANIZATIONS REPRESENTED IN FOCUS GROUP SESSIONS

---

Seven (7) focus group sessions were held in the following cities –

St. John's, NL	Toronto, ON
Halifax, NS	Mississauga, ON
Montreal, QC	Edmonton, AB
Ottawa, ON	

The number of participating organizations is not reflective of the actual number of participants. In some cases, more than one participant attended from the same organization either in the same focus group or in a session in another city. The following is a list of the sixty-two (62) participating organizations, in alphabetical order.

- |  |   |
|--|---|
| 1. Alberta Human Resources & Employment, ARFA / AHRE Partnership | 18. CIBC                                    |
| 2. Algonquin College   | 19. City of Mississauga                     |
| 3. Bank of Canada  | 20. City of St. John's                      |
| 4. Banque Nationale du Canada                                    | 21. Convergys Customer Management           |
| 5. Bell Canada   | 22. Credit Union Atlantic                   |
| 6. Business Development Bank of Canada                           | 23. CTV                                     |
| 7. Cablelinc   | 24. Defence Construction Canada (DCC)       |
| 8. Canada / Newfoundland Offshore Petroleum Board                | 25. Department of Fisheries Oceans          |
| 9. Canada Lands Company  | 26. DownEast Communications                 |
| 10. Canada Safeway   | 27. Eastlink                                |
| 11. Canadian Human Rights Commission, Atlantic Regional Office   | 28. Edmonton Chamber of Commerce            |
| 12. Canadian Institutes of Health Research                       | 29. Employabilities Workink AB              |
| 13. Canadian Nuclear Safety Commission                           | 30. Fireweed Media Productions              |
| 14. Canadian Press   | 31. Fortis Properties                       |
| 15. Canadian Western Bank  | 32. Government of Alberta                   |
| 16. Carleton University  | 33. Halifax International Airport Authority |
| 17. Casino Nova Scotia & Hotel                                   | 34. Heritage Credit Union, Dartmouth Branch |
|  | 35. Humber College                          |
|  | 36. Husky Energy                            |
|  | 37. IS2 Staffing Services Inc.              |

38. Jacques Whitford
39. Keane Canada
40. Lorne Abramovitch, Independent  
Consultant / Coach to People With  
Disabilities
41. McGill University
42. McLarren Consulting Group
43. MétéoMédia
44. Mill Lane Enterprises
45. Newfoundland Power
46. Newfoundland Department of Human  
Resources, Labour & Employment
47. Nova Scotia Public Service  
Commission
48. Office national du film du Canada/  
National Film Board of Canada
49. Ottawa University
50. Peel Regional Police
51. Pelmorex Inc. (The Weather Network)
52. Public Service Alliance of Canada,  
Members with Disabilities Action  
Committee
53. Rogers Media
54. Ryerson University
55. Scotia Bank
56. SPHERE / CAMO
57. Steele Communications
58. TD Bank Financial Group
59. Telus Mobility
60. Trillium Health Centre
61. Wal-Mart
62. West Edmonton Business Association

## APPENDIX C – Key Issues Arising from 7 Employer Focus Group Sessions Held Across Canada, April 11 – April 22, 2005

---

\* Issues listed below are not in order of importance

- Recruitment and Hiring of PWD
- Job Accommodation
- The Employment Equity Act and Privacy legislation
- Employers' Awareness and Understanding of PWD
- Employer's commitment to diversity
- Post Secondary Education
- Public Relations and Marketing
- Best Practices
- Employer's needs

### ***Employers' Needs Regarding the Recruitment and Hiring of PWD***

#### ***Synopsis of Findings –***

- All employers agreed that person with disabilities are less likely to be hired than non-disabled applicants with similar qualifications
- Employers expressed a clear need for support and information on issues related to setting recruitment targets and measures, as well as a need for information on how best to locate / identify potential employees with disabilities.
- A need for a central recruitment source for PWD
- Line Managers have misconceptions about employing PWD and require education and awareness training. They perceive the hiring of PWD to be more costly and time consuming. They also believe that PWD have more protection as employees and falsely think that they can't fire someone with a disability. Performance measures, deadlines and fiscal demands placed on Line Managers drive their hiring decisions away from PWD because of the perception of increased cost.
- The challenge is to provide the resources, information, education and support to help line managers understand that hiring PWD presents no incremental disadvantage to execution of primary responsibilities than would hiring any other individual.
- Employers share a “fear of the unknown” when it comes to hiring PWD.

- Organized labour has not been supportive of diversity hiring.

*Discussion Notes –*

- General agreement that people with visible disabilities less likely to be hired than other candidates, qualifications and other factors being roughly equal.
- View expressed that tendency against hiring based on perceptions – generally agreed to be unfounded – that people with disabilities less able to meet requirements of role.
- An industrial staffing agency represented in one session noted that some success had been achieved with several employers by pointing out that the loyalty and commitment of people with disabilities ultimately improved bottom line Performance through reduced staff turnover.
- Several employers expressed the view that line managers were often reluctant to hire people with disabilities because there is a perception that they have more substantial protection under law than other employees and therefore these managers perceive an increased ‘risk’ in hiring a disabled person because that individual may be more difficult to terminate than others would be in the event of a performance problem.
- This appears to be merely one manifestation of a set of “excuses” to justify Avoidance of hiring a person with a known disability. Other excuses heard Included the cost of accommodation, training, etc.
- This set of concerns was perhaps best expressed by one communications Sector HR manager who noted that line managers are often under a great deal of pressure to meet performance targets, be they deadlines or budget objectives, and they will naturally opt for hiring as an employee an individual who presents minimal incremental ‘complications’, particularly if ‘complications’ are perceived to represent incremental cost.
- Nonetheless, it must be remembered that the primary responsibility of a line operating manager is to ‘produce something’, be that a product, a service or execution of some sort of organizational support function. It is on performance against that primary responsibility that the manager will be assessed and rewarded or penalized. The primary responsibility of the line manager is not to hire people with disabilities, of colour, or some other diversity characteristic.
- The challenge is to provide the resources, information, education and support to help line operating managers reach an understanding that hiring people of any diversity characteristic – disability, colour, ethnic origin, whatever – presents no incremental disadvantage to execution of primary responsibilities than would hiring any other individual.
- There was consensus in the group that the ‘excuses’ were likely masking fear of the unknowns about hiring people with disabilities.

- It was noted in several sessions that organised labour has not been particularly supportive of hiring people with disabilities, nor of diversity employment more generally. In unionized environments, resistance of organized can be a major impediment to progress, particularly in situations where job designing – implying change to some existing jobs – is required as part of an accommodation process.
- There is a clear need for support and information on issues related to setting targets and measures, as well as on how best to locate / identify potential employees with disabilities.
- Virtually all employers participating in the groups stated that they have experienced considerable difficulty finding potential employees with disabilities. Indeed, the challenges associated with these recruitment efforts were such that employers who had established linkages, (such as with community or support groups), that were proving to be successful sources of suitable employment candidates, expressed reluctance at sharing information about their sources to others in the group.
- Similarly, nearly all these employers cited a need for a more effective central clearing house through which resumes of people with disabilities could be found. In several sessions it was noted that resumes were often recycled through different agencies with employers receiving resumes for particular individuals on multiple occasions from different agencies over a period of two to three years. It was noted that this phenomenon did reflect effective use of resources.
- Corollary to this point is the desire of employers for assistance with outreach to people with disabilities who could be potential recruits.
- Costs also serious issue for managers of line units in larger organizations when any incremental costs associates with hiring / employing a person with a disability have to be absorbed in an operating budget, (when doing so may impair achievement of performance targets).
- A disability recruitment firm is needed

### ***Employers Issues and Concerns Regarding Job Accommodation***

#### ***Synopsis of Findings –***

- The cost of workplace accommodations are a real issue. Small employers simply can't afford the cost. The cost is also a barrier to Line Managers in larger firms because of the budgetary pressure they are under.
- Employers need help understanding the types of techniques, applications of technology, tools, etc. that have worked for others as effective accommodations.
- Employers would like sessions providing information / case studies about how technology has been used to create accommodations.

- Widely articulated desire for networking opportunities for employers through which they could learn more about workplace accommodations.
- Post secondary institutions have done a great job in creating accessible learning environments but a poor job with employment and job accommodations.

*Discussion Notes –*

- Organizations with most successful programs for hiring people with disabilities generally have separate budgets for any costs that may be incurred in providing accommodation. This approach can effectively remove the resistance operating managers may have to hiring people with disabilities because of potential cost of accommodation issue is real, however, for smaller companies that simply may not be able to afford extra costs of training or accommodation.
- Costs also serious issue for managers of line units in larger organizations when any incremental costs associates with hiring / employing a person with a disability have to be absorbed in an operating budget, (when doing so may impair achievement of performance targets).
- However, we did hear of several organizations that do not provide separate budgets for accommodation costs, but that do make it clear to managers that there will be negative impacts on compensation of not meeting diversity employment targets. In other words, these organizations are working to incorporate diversity employment into their operational business culture and develop an understanding within their organizations that employment of people with disabilities can be ‘good businesses.
- It was noted in several sessions that organised labour has not been particularly supportive of hiring people with disabilities, nor of diversity employment more generally. In unionized environments, resistance of organized can be a major impediment to progress, particularly in situations where job designing – implying change to some existing jobs – is required as part of an accommodation process.
- Help understanding the types of techniques, applications of technology, tools, etc. that had worked for others as effective accommodations.
- Suggestion put forward that sessions providing information / case studies about how technology has been used to create accommodation would be useful.
- Widely articulated desire for networking opportunities for employers through which they could learn more about accommodation trade tips and techniques
- Four of the focus group sessions included representatives of academic institutions. It was noted by all the institutions represented that while they are generally very effective at providing support for students with disabilities, there is often a significant, if not complete disconnect between the successful accommodation efforts direct towards students and the initiatives of the careers / placement offices. It was suggested that improving linkages between the career / placement offices and the

accommodations-focused staff (disabilities office) at the institution, as well as with disability-focused support agencies would be very effective in helping these students transition into productive careers.

## ***The Conflict Between the Employment Equity Act and Privacy Legislation***

### ***Synopsis of Findings –***

- An inherent conflict exists between the Employment Equity Act and Privacy legislation. Employers are asked to provide the government an accurate report of the number of employees they have with disabilities but as employers they are unable to directly ask the employees to self- identify as having a disability.
- People with Disabilities often choose not to disclose because they want to be employed on merit. PWD do not want to be hired as an equity statistic.
- HR departments may loosely define disability so that they can get their numbers up for their annual EEA report.

### ***Discussion Notes –***

- The apparent conflict between the requirements of the EEA to employ people with disabilities and the prohibition in the Privacy Act against asking employees or potential hires whether they have a disability is seen as a “major problem” by employers in all sectors.
- In virtually all groups, there was discussion of the particular challenges posed by people with ‘invisible’ disabilities. Frequently, these individuals have mental health issues. Because of the stigma attached to mental health issues in our society generally, individual employees with ‘invisible’ disabilities are even less likely to self declare than is someone with a ‘visible’ disability. Participants generally expressed even higher levels of sensitivity around privacy issues related to mental health issues than for physical disabilities. There is generally a great deal of uncertainty about how the challenges presented by these individuals can be dealt with most effectively.
- There was broad consensus among the operational HR and line managers participating that their organizations employed significantly more people with invisible / mental disabilities than was acknowledged, and certainly more than could be reported.
- This is a very significant issue presenting quite different challenges than affect people with ‘visible’, i.e. physical disabilities. The complexities of issues relating to employment of people with ‘invisible’ disabilities, i.e. mental health issues suggest that CCRW may want to establish a separate policy / program thrust focused only on Mental health issues
- There is some evidence / consensus that actual levels of employment of people with disabilities is somewhat masked by the need for employees to self-declare as being

disabled. Inherent in this factor, of course, is the desire of people with disabilities to not want to be 'hired as a statistic', but rather because they are capable of doing the job.

- This seems to lead to some people who qualify as 'disabled' under the definitions related to the EEA being hired without being classified that way. However, because employers are prohibited by privacy legislation from asking or from arbitrarily applying classifications, it is virtually impossible to quantify the extent to which this phenomenon occurs. And it is therefore equally impossible to define the extent to which the employment of people with disabilities may be at somewhat higher levels than reporting would lead us to conclude.
- One broadcast employer conducted a survey of employees about disabilities. The survey was preceded and accompanied by an extensive communications program to explain that no discrimination would result from answers to the survey, that all information would be kept completely confidential and that the information was to be used only for reporting on progress with respect to meeting diversity employment targets. This value of the communications / education campaign was reflected in a large increase in the number of employees who have self-identified within that organization.
- Another manifestation of this same issue is that scarce resources are being deployed to provide support to foster employment of the widest possible spectrum of people with disabilities. The discussions suggest that narrowing the focus of resource deployment to concentrate on those people with more severe disabilities could yield to improved hiring performance and, thus, more effective use of resources. (The corollary to this suggestion is that resources are likely being deployed to assist many who do not really see themselves as disabled and who therefore do not see themselves as being in need of that support.)

### ***Employers Awareness and Understanding of the Needs of PWD***

#### ***Synopsis of Findings –***

- Employers clearly need more education and awareness about persons with disabilities
- Employers have a great deal of misunderstanding and misconceptions regarding person with disabilities
- Line managers specifically need more education and awareness regarding the needs of PWD in the workplace
- EEA employers need to educate their staff regarding EEA legislation and requirements.
- Employers need more direct exposure to PWD to help break down barriers
- Person with invisible disabilities present a unique set of issues and barriers

- Most organizations are currently at a learning/developmental stage regarding PWD
- The definition of “Disability” is confusing and employers have a need for clarification of terminology

*Discussion Notes –*

- View expressed that people with invisible disabilities presented a different set of issues, most of which are ‘post-recruitment’ – However, noted by one employer that it is often the case that people with disabilities may require more mentoring and direct supervision and that this is often difficult to achieve in organizations.
  - In contrast, though, other employers noted that employees with disabilities are often ‘more grateful’ for the opportunity offered by the job that they are more loyal and harder working.
  - On this same issue, it was also noted by several employers that access to training and support resources to help with these mentoring requirements is not readily available and generally is not taught in management programs, (whether in Universities or through in-house training programs).
  - Similarly, managers generally not given guidance on how to identify / evaluate person’s ability, and hence tend to focus on disability.
  - Direct experience with / exposure to dealing with ways in which people with disabilities cope with various types of challenges is a significant contributor to line managers’ willingness to hire and accommodate a person with a disability as an employee.
- Employers represented generally acknowledged being subject to provisions of EEA, but across all groups, many organizations represented did not have or were only in early stages of developing diversity plans. (The large banks were the notable exception to this with all major banks having diversity plans in place.) Participants who were managers in line operating units of larger organizations, (often but not necessarily regional operations), often stated clearly that they were not aware of diversity plans within organization
  - One participant, responsible for operating branch office of larger organization noted that the company must have a plan “because we’re audited”, but it hasn’t filtered out to me yet.
  - Participants noted that organizations often expressed lots of good words – most seemingly sincere – about individual organizations needing to do more and better, especially with regard to educating managers.
- There was a general consensus in the group that with regard to employment of people with disabilities, and implementation of a diversity policy focused on those individuals, most organizations are currently at a ‘learning and development stage’.

- First of all, collectively across all the groups, participants have more questions than answers. There is a clear need for support and information on issues related to setting targets and measures, as well as on how best to locate / identify potential employees with disabilities, and other issues as identified below.
  - Most participants spoke about the need for / desire for a vehicle through which they could exchange views / trade experiences with others facing similar challenges.
- Several discussions indicated confusion about terminology, particularly with respect to what constituted a disability. Some help developing resources to ensure that everyone is “speaking the same language” around this issue would be very helpful to employers, (and specifically HR managers), attempting to develop common levels of understanding among operating managers.
- The challenge is to provide the resources, information, education and support to help line operating managers reach an understanding that hiring people of any diversity characteristic – disability, colour, ethnic origin, whatever – presents no incremental disadvantage to execution of primary responsibilities than would hiring any other individual.

### ***Employer’s Commitment to Diversity***

#### ***Synopsis of Findings –***

- A disconnect exists between the company line on diversity and what happens in reality
- Employers and Seniors Executives “Talk the Talk” but do not “Walk the Walk”.

#### ***Discussion Notes –***

- However, it was noted that in many organizations, senior management is not ‘really’ committed and does not walk the talk
- It was also noted that commitment to diversity has to be more than “brochure ware”. Indeed, there was consensus in most groups that to have marketing and communications collateral display greater diversity than actually exists within an organization will backfire in making recruitment more difficult.

### ***Post-Secondary Education***

#### ***Synopsis of Findings –***

- Post Secondary Education has done a great job to create accessible learning environments but a poor job with the transition to employment for persons with disabilities.

- At most post secondary institutions there is a disconnect between the disability office and the Career Centre. This disconnect is a barrier to employment for persons with disabilities

***Discussion Notes –***

- Four of the focus group sessions included representatives of academic institutions. It was noted by all the institutions represented that while they are generally very effective at providing support for students with disabilities, there is often a significant, if not complete disconnect between the successful accommodation efforts direct towards students and the initiatives of the careers / placement offices. It was suggested that improving linkages between the career / placement offices and the accommodations-focused staff (disabilities office) at the institution, as well as with disability-focused support agencies would be very effective in helping these students transition into productive careers.

***Public Relations and Marketing***

***Synopsis of Findings –***

- A need for increased Public Relations and Marketing featuring the abilities of PWD. A National campaign will help to change misconceptions and raise awareness of PWD
- Need to consistently communicate a positive (ability oriented) image of PWD
- A need exists to deliver awareness and educational campaigns to children and students. Education about persons with disabilities must start in the schools so that the next generation is more understanding of each other.

***Discussion Notes –***

- The media and government have made a big issue out of hiring foreign trained professionals right now. The government has put big money to this right now but not for PWD, why? If we are willing to do this why not the same for PWD
- We need to deal with disability early in the schools
- We need to change the image, we need more marketing, don't just force someone into a job focus on strength and ability to find something they are good at and happy with
- Need to start young with awareness?
- Make youth more aware then they will change the working world when they grow up!! Very important

## **Employers “Best Practices” identified in the Focus Groups**

### ***Synopsis of Findings –***

- Creation of a separate (central) budget that covers all accommodation costs. This relieves the line manager of the financial burden of hiring someone with a disability
- Some employers have a separate (central) budget for accommodation costs but require the department to pay for the first \$ 250.00 - \$ 500.00 of the accommodation
- Incorporate the hiring of PWD into the organizations performance appraisal process and tie financial bonuses for managers and executives that increase the numbers of PWD
- The development and institution of a disability and accessibility plan
- “Buy-in” from the President and Senior Executives so “The Plan” is followed and becomes part of the culture
- A commitment to a workforce that represents the diverse population of the community
- A dedication to awareness by consistently delivering disability information to all staff and managers
- Clear, concise and repetitive communication of information that is readily available to all staff.
- The use of disability specific experts to provide workshops and real life exposure to working with a disability
- Create opportunities for staff and managers to meet professionals with disabilities to raise awareness

### ***Employer’s Needs***

This section is a recap of the needs employers have identified in the previous sections.

### ***Synopsis of Findings –***

- The challenge is to provide the resources, information, education and support to help line operating managers reach an understanding that hiring people of any diversity characteristic – disability, colour, ethnic origin, whatever – presents no incremental disadvantage to execution of primary responsibilities than would hiring any other individual.
- There is a clear need for support and information on issues related to setting targets and measures, as well as on how best to locate / identify potential employees with disabilities
- Virtually all employers participating in the groups stated that they have experienced considerable difficulty finding potential employees with disabilities

- Similarly, nearly all these employers cited a need for a more effective central clearing house through which resumes of people with disabilities could be found
- Corollary to this point is the desire of employers for assistance with outreach to
- People with disabilities who could be potential recruits
- Cost of accommodation issue is real, however, for smaller companies that
- Simply may not be able to afford extra costs of training or accommodation
- Help understanding the types of techniques, applications of technology, tools, etc. that had worked for others as effective accommodations
- Suggestion put forward that sessions providing information / case studies about how technology has been used to create accommodation would be useful
- Widely articulated desire for networking opportunities for employers through which they could learn more about accommodation trade tips and techniques

**Discussion Notes –**

- Four of the focus group sessions included representatives of academic institutions. It was noted by all the institutions represented that while they are generally very effective at providing support for students with disabilities, there is often a significant, if not complete disconnect between the successful accommodation efforts direct towards students and the initiatives of the careers / placement offices. It was suggested that improving linkages between the career / placement offices and the accommodations-focused staff (disabilities office) at the institution, as well as with disability-focused support agencies would be very effective in helping these students transition into productive careers
- It was also noted by several employers that access to training and support resources to help with these mentoring requirements is not readily available and generally is not taught in management programs, (whether in Universities or through in-house training programs)
- Managers generally not given guidance on how to identify / evaluate a person's ability, and hence tend to focus on disability
- There is a clear need for support and information on issues related to setting targets and measures, as well as on how best to locate / identify potential employees with disabilities, and other issues as identified below
- Several discussions indicated confusion about terminology, particularly with respect to what constituted a disability. Some help developing resources to ensure that everyone is "speaking the same language" around this issue would be very helpful to employers, (and specifically HR managers), attempting to develop common levels of understanding among operating managers it was noted that in many organizations, senior management is not 'really' committed and does not walk the talk