

# A Road Map for Inclusive Employment 'Going for the Gold Standard':

Strategies for the Inclusion of TVET Graduates with  
Disabilities in the Workplace

September 2021



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## Contents

1	Background .....	2
2	Disability & Employment – Caribbean Context .....	3
3	Business Case for Inclusion .....	4
4	The Strategy .....	5
4.1	Strategic Priority 1: Build Awareness and Acceptance - Attitudinal Barriers .....	6
4.1.1	Board and Management .....	6
4.1.2	Staff .....	7
4.1.3	Human Resources Manual that Ensures Inclusion .....	7
4.1.4	Client/Customers.....	8
4.1.5	National/Regional Business and Disability Network .....	8
4.2	Strategic Priority 2: Provide Bridges to the Workplace – Institutional Barriers .....	9
4.2.1	Disability Champion(s) .....	10
4.2.2	Inclusion Service Ladder .....	10
4.2.3	Diversity Policy .....	11
4.2.4	Business Case and Funding Inclusion .....	11
4.3	Strategic Priority 3: Provide Support and Aides – Environmental Barriers .....	11
4.3.1	Reasonable Accommodation .....	12
4.3.2	Universal Access .....	13
4.4	Strategic Priority 4 – Increased Employment for Persons with Disabilities .....	13
4.4.1	Collaboration with Training Providers .....	14
4.4.2	Hiring & Retaining Persons with a Disability.....	14
4.4.3	Equal Opportunity Employer .....	15
5	Closing.....	16
	Appendix 1: Employers Disability Inclusion Service Ladder.....	17
	Attachment 1: Disability Awareness Presentation.....	20
	Figure 1: Image developed and shared by consultant during workshop .....	5
	Figure 2: Some barriers faced by PWDs in accessing training and employment.....	5
	Figure 3: The Disability Inclusion Service Ladder .....	10

## Acronyms

CI	Cognitive Impairment
CRDP	Convention on the Rights of Persons with Disabilities
HI	Hearing Impairment
LI	Learning Impairment
NTA	National Training Agency
PI	Physical Impairment
SkYE	Skills for Youth Employment
TVET	Technical, Vocational Education and Training
VI	Visual Impairment

# 1 Background

## Inclusion in the Workplace – Going for The Gold Standard

*People with disabilities have the right to work, including the right to work in an open, inclusive, and accessible environment.*

The Skills for Youth Employment in the Caribbean (SkYE) programme is funded by the UK Foreign Commonwealth and Development Office (FCDO). SkYE is a four-year programme (July 2018–June 2022) aiming to develop a more productive, better trained, and inclusive workforce across St Vincent & the Grenadines, St Lucia, Dominica, and Grenada. The programme objective is to develop relevant market skills among young people aged 15-30 in the Eastern Caribbean; to promote greater youth employment, productivity, and inclusiveness in the labour market, including better training and employment access for disadvantaged youth and people with disabilities. The programme which intends to improve the quality, reach and sustainability of Technical and Vocational Education and Training (TVET) in the four focus countries. SkYE has a specific mandate to include youth with disabilities in learning opportunities and has collaborated with training providers throughout the four territories to achieve this inclusion.

<sup>1</sup>To support their commitment SkYE, through a participatory process, engaged stakeholders in a four-part working session. This led participants to have an increased understanding of persons with disabilities and gave them the opportunity to explore their perceptions, and that of their respective agencies, towards persons with disabilities. A key output of this assignment

“(...) State Parties shall (d) Enable persons with disabilities to have effective access to general technical and vocational guidance programmes, placement services and vocational and continuing training; € Promote employment opportunities and career advancement for persons with disabilities in the labour market as well as assistance in finding, obtaining, maintaining, and returning to employment”.

is a series of Strategic Road Maps to Inclusion for each of the participating SkYE stakeholder groups: National Training Agencies (NTAs) and Training Providers; and Employers. Working sessions were held with all stakeholders to explore what they identified as barriers to inclusion in training and employment, present options for inclusion and explore and test the service ladder concept, which is presented as the path to achieving inclusion.

This activity builds on the work SkYE had already started with the inclusion of young persons with disabilities in training opportunities across the programme.

<sup>1</sup> Extract from the Convention on Rights of Persons with Disabilities (2006); Article 27.

## 2 Disability & Employment – Caribbean Context

There is a demonstrated link between poverty and disability. Persons with Disabilities (PWDs) are more likely to be found among the poorest quintiles in society, in both high-income and low-income countries, although in greater numbers in the low-income context<sup>2</sup>. A greater proportion of poor households had members with disabilities in Dominica. Twenty-three per cent (23%) of poor households, 15% of non-poor households and 18% of all households (Dominica CPA 2002 Vol. 1, p.62). Poor households in the British Virgin Islands (BVI) were more likely to have someone considered disabled or sick, eight per cent for poor and three per cent for non-poor households (BVI CPA 2002 Vol. 1, p.47). For Jamaica, a quarter of PWDs were poor compared to one-fifth of non-PWDs in 2012 (Gayle-Geddes 2015).

PWDs and their households are more likely to remain poor due to higher living costs, unpaid caring responsibilities, and entrenched systemic attitudinal, institutional, and environmental barriers that impact their opportunities to participate in economic, social, and political activities<sup>3</sup>. Persons living in poverty are more likely to have a disability, or become disabled due to, for example, poorer access to healthcare, low-quality housing, reduced access to safe drinking water and sanitation.

Almost 80-90% of persons with disabilities are unemployed or outside the workforce. Most of those who have jobs receive little or no monetary remuneration.<sup>4</sup>

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<sup>2</sup> WHO, World Report on Disability, June 27, 2018, [http://www.who.int/disabilities/world\\_report/2011/en/](http://www.who.int/disabilities/world_report/2011/en/).

<sup>3</sup> See Lena Morgan Banks and Sarah Polack, The Economic Costs of Exclusion and Gains of Inclusion of People with Disabilities, *CBM, International Centre for Evidence in Disability and London School of Hygiene & Tropical Medicine*, 2014; Rebecca Yeo and Karen Moore, Including Disabled People in Poverty Reduction Work: 'Nothing About Us, Without Us', *World Development*, Chronic Poverty and Development Policy, 31, no. 3 (March 1, 2003): 571–90, [https://doi.org/10.1016/S0305-750X\(02\)00218-8](https://doi.org/10.1016/S0305-750X(02)00218-8) and Sophie Mitra, Aleksandra Posarac, and Brandon Vick, Disability and Poverty in Developing Countries: A Multidimensional Study, *World Development* 41, no. C (2013): 1–18.

<sup>4</sup> World Bank, 'Disability and inclusive development: Latin America and the Caribbean', 2004

### 3 Business Case for Inclusion

Making a case to a business to include a person with a disability must be built on more than "it is the right thing to do." A significant amount of research demonstrates that persons with disabilities present businesses and industries with unique opportunities in labour-force diversity and corporate culture. Their families are a potentially large consumer market willing to support businesses that authentically support their goals and provide opportunities for their economic inclusion. In the USA, "leading companies are accelerating disability inclusion as the next frontier of corporate social responsibility and mission-driven investment."<sup>5</sup>



Research has shown that employing persons with disabilities has positive impacts on an enterprise. These are:

- increased motivation,
- increased productivity,
- increased profitability,
- increased ability to find and retain talent and,
- reduced recruitment costs.

While this research has been tested in developed economies, this will also hold true for developing countries and certainly in the Eastern Caribbean countries where SkYE is being implemented.

Below are additional links that can be used to access information when a Disability Champion begins to build the business case for inclusion.

- [How business can respect and support the rights of persons with disabilities and benefit from inclusion: Guide for business on the rights of persons with disabilities \(ilo.org\)](#)
- [The Business Case for Hiring Persons w-Disabilities.doc.pdf \(storage.googleapis.com\).](#)
- [Getting to Equal: The Disability Inclusion Advantage | Accenture](#)

There is no data and research which is Caribbean specific that quantifies the business case for inclusion in the Caribbean. Employers collaborating to build a Caribbean specific business case across industries would be one result of this initiative to actively include persons with disabilities who have TVET certification.

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<sup>5</sup> Ted Kennedy Jr, Disabilities Rights Attorney, 2018.

## 4 The Strategy

The proposed road map is built around the barriers which persons with disabilities face – attitudinal, institutional, and environmental. The intention is to remove and/or reduce barriers to show a path to the inclusion of persons with disabilities in the workplace. The vision is to provide paid work opportunities for persons with disabilities through partnerships with training providers and support agencies to ensure a least restrictive environment. The strategic road map builds towards achieving three service levels. Each service level moves an employer a step closer to universal access and opportunities for inclusion of all persons with disabilities in the workplace.

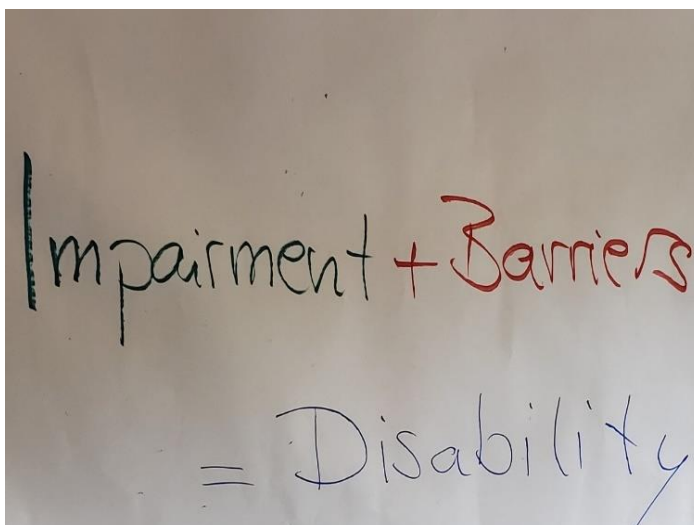


Figure 1: Image developed and shared by consultant during workshop

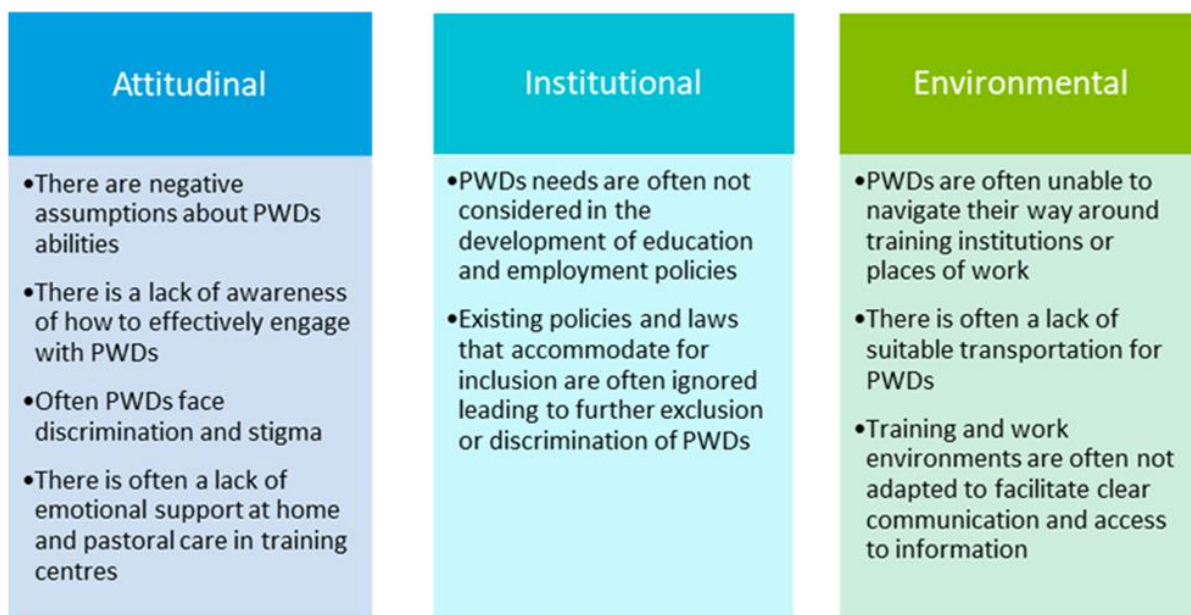


Figure 2: Some barriers faced by PWDs in accessing training and employment

### Strategic Priorities

1. Build Awareness and Acceptance – Attitudinal Barrier
2. Provide Bridges into the Workplace - Institutional Barrier
3. Provide Support and Aides – Environmental Barrier
4. Increased Employment for Persons with Disability



#### 4.1 Strategic Priority 1: Build Awareness and Acceptance - Attitudinal Barriers

The ILO notes that "changing attitudes to disability, and persons with disabilities, is an essential part of the process in all intervention on disability and decent work."<sup>6</sup> During the workshops conducted in preparation for the strategy document, employers shared some of their "reservations". These include, (1) persons with disabilities would be a "hindrance", (2) that they would be uneducated, (3) customers would become frustrated, and (4) there would be challenges for the existing staff members. The steps to support this strategic imperative are built around these concerns.

**Strategic Imperative: Enterprise-wide acceptance of persons with disabilities and their right to decent work and acceptance that it is an opportunity and an investment.**

**Actions include the following:**

1. **Orientate Board and Management – Understanding Disability**
2. **Orientation of Staff – Understanding Disability**
3. **Extended Workshops for Board, Management & Staff**
4. **Develop Manuals to Guide Inclusion**
5. **Client/Customer Sensitivity Survey**
6. **Client/Customer Feedback Surveys**
7. **Establish a National/Regional disability Network**

##### 4.1.1 Board and Management

The Board and Management are at the forefront. Building their awareness is the first step on the disability inclusion ladder to ensure a sustainable model and a commitment to the inclusion of persons with disabilities<sup>7</sup>. Sessions should move from a basic introduction to disability, disability types, past and current disability models, and the Convention on the Rights of Persons with Disabilities (CRPD) as the watershed in the shift towards rights. In addition to raising awareness, the session should support exploring the barriers to disabilities, attitudes, the organisation and environment, both internal and external to the organisation. The focus of the first phase is inclusion as a human rights issue.

Then, we must address the attitudinal barriers around capacity to function, health, and liability. Employers think that people with disabilities are more likely to have high and unpredictable medical expenses or greater absenteeism rates. However, these conclusions are not aligned with real-world experience.

The Board and Management must be presented with the business case for diversity. Following the orientation session, a business case for the organisation will be prepared and presented at a follow-on working session to address concerns raised at the orientation, including understanding the cost (and benefits) of reasonable accommodation. Combining business and human rights for the inclusion of persons with disabilities is essential to removing attitudinal and institutional barriers. This process

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<sup>6</sup> Questions on Disability and Work: Key issues on promoting employment of persons with disabilities. International Labour Organisation,

<sup>7</sup> See attached Power Point Presentation used for the SkYE workshop series as a possible tool for the initial sessions.

is intended to change a subject previously seen as challenging into one that is an opportunity. This change is a move away from others, including fear, guilt-driven acts, charitable approaches, and mere compliance with state requirements. It is crucial to demonstrate the opportunity as a window for innovation that aligns with business interests.

#### 4.1.2 Staff

The session with the staff should start with exploring reservations and perceptions of having persons with disabilities in the organisation. Staff may perceive that persons with disabilities cannot work effectively, require assistance, and will be a distraction. The sessions should also share past and current disability models, appropriate language, types of disabilities and the diversity of persons with disabilities. The objective of these early sessions would be to move staff away from patronising language to language which places them as having the potential to be equal contributors at the workplace. It should underscore the benefits of diversity at the workplace, as well as the impact exclusion has had on persons with disabilities in the society.

The imperative would be for the staff to see themselves as partners in the inclusion strategy and not see the initiative as being "done by management."

#### 4.1.3 Human Resources Manual that Ensures Inclusion

There should be written retention and advancement policies that include persons with disabilities. Policies on hiring should be clear, including recruitment. Human Resource managers should be guided to concentrate on job-related questions like skills, education, and experience. There would be a guide to ensure a recruitment process that does not have any unconscious stereotypes and selects the most qualified candidate for your team regardless of their disability.

The HR manual should ensure a commitment to ensuring that people with disabilities are represented at all levels of the firm, including the board of directors.

#### 4.1.4 Client/Customers

A step not to be missed is the input of the customers/clients of the enterprise. The enterprise will need to understand the perceptions of its clients/customers towards persons with disabilities and their inclusion at work. Then build this into the roll-out of their inclusion strategy. Not unlike any new activity in an enterprise, understanding where the client is will shape the



strategy. Including them at the start also allows them to see this as their decision. It prepares them for any changes they may experience initially in the delivery of services and provides them with an avenue for creative feedback and recommendations. The experiences shared during the workshops indicated that customers/clients had positive feedback and interaction with employees with

disabilities. The firm should recall that one element of the business case for inclusion is that it builds customer/client loyalty and raises the firm's profile among its customers/clients.

#### 4.1.5 National/Regional Business and Disability Network

The final rung on this indicator would be the establishment of an Employers' Disability Network. This starts with enterprises who have accepted the inclusion of persons with disabilities in their business operations, sharing good practices, and linking them to additional resources. Ultimately, this will be a resource space for enterprises willing to commit to inclusion, providing lessons, good practices and guidelines on employment and retention. "Experience has shown that companies learn best from each other and from practical examples where their peers have made steps in this area. The heart of Business and Disability Networks is in this dialogue between businesses."<sup>8</sup>

Areas of programming that National Business Disability Network (NBDNs) engage in, and activities that newly established NBDNs may want to consider, include:

- a. Strengthening the network: Network Communications. For example, brochures, establishing a website<sup>9</sup> and social media activities.
  - Developing a Charter for endorsement of NBDN members. The ILO GBDN Charter could inspire this Charter.
  - Reaching out to other company and non-company membership.
- b. Sensitisation, technical development, and advocacy: Organization of thematic workshops on issues of interest to its members.
  - Hosting events to present the NBDN to different stakeholders, in particular businesses as well as disability organisations.
  - Communicating with relevant public authorities to start a dialogue on how to make the legal and policy environment more enabling and what services would be required.
- c. Providing services to member companies: Provision of technical advice. For example, Strategic direction, accessibility audits, or other services for members.
  - Providing disability awareness activities for key staff. For example, Disability Equality Training.
  - Supporting member companies on recruiting candidates with disabilities.
  - Providing training courses or other job preparation targeting persons with disabilities.<sup>10</sup>

This network is best housed in an existing employers' federation such as a Chamber of Commerce as this increases the chances of sustainability. While there are networks in Central and South America, none exist in any of the Caribbean territories.

## 4.2 Strategic Priority 2: Provide Bridges to the Workplace – Institutional Barriers

While the vision is to achieve structural adjustments, national policies and legislation that will ensure the inclusion of persons with disabilities, including those from TVET programmes, into the workforce, this Road Map focuses on identifying potential pathways to achieve this in the medium to long term. Removing the institutional barriers at the workplace is fundamental. They create a sense of opportunity that will encourage young persons with disabilities to pursue post-secondary training. It will allow the enterprises to realise the business gains from inclusion.

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<sup>8</sup> ILO Guide to Global and National Business Disability Networks

<sup>9</sup> This could start by using an existing website of an umbrella organisation.

<sup>10</sup> Extracted from ILO Guide to Global and National Business Disability Networks

**Strategic Imperative: To move to the mainstreaming of disability in the operations of the firm.**

**Actions include the following:**

1. **Identifying a Disability Champion**
2. **Establish Your Service Ladder Status**
3. **Diversity (Disability) Policy**
4. **Earmark budget for incremental changes to the physical environment**
5. **Percentage of budget allocated to achieve reasonable accommodation in specific workspaces**
6. **Reasonable accommodation across the enterprise**
7. **Provide internships for trainees in TVET**

#### 4.2.1 Disability Champion(s)

It is important to identify a Disability Champion or a Disability Champions Team in your firm. They will consistently promote awareness of all issues related to persons with disabilities in the workplace and improve employment policies, programmes and procedures for onboarding and retaining persons with disabilities. They will hold the enterprise accountable for their commitment to their inclusion agenda and assess where the firm is on its drive to achieving the gold standard of inclusion at the workplace. They will also lead in building the bridge which connects the firm to training providers and the NGO community, which advocates and/or provides services for persons with disabilities. The Disability Champion/Champions will require exposure to best practices for training and employment of persons with disabilities. The work of the Champion should form a part of their performance appraisal, and adequate time should be allowed for them to "champion inclusion."



#### 4.2.2 Inclusion Service Ladder

The use of the Disability Inclusion Service Ladder is intended first to establish where your firm sits on the ladder. This is your starting point. The service ladder is akin to the Disability Equality Index,<sup>11</sup> which is used to assess and provide a score for an organisation's work on including persons with disabilities. The service ladder is a simplified version of the Disability Equality Index, with firms moving from the bronze service level to the gold level. There is a range of indicators tied to the four strategic priorities presented in this strategy document. While there are discrete service levels, it will be possible for a firm to achieve recognition for some Service Level 2 indicators while not having the results for all the Service Level 1 indicators. See Appendix 1 for the Employer's Disability Inclusion Service Ladder.

<sup>11</sup> The Disability Equality Index is a comprehensive tool used as a benchmarking tool for disability inclusion in businesses.



Figure 3: The Disability Inclusion Service Ladder

#### 4.2.3 Diversity Policy

The Diversity (Disability) Policy will establish the specific action items built around the strategic priorities. The Disability Inclusion Policy would make recommendations for actions the firm must consider adding and retain persons with disabilities on their team. Recommended areas that should be included in the Diversity (Disability) Policy are:

- Innovative technology to advance digital accessibility;
- Mental health and wellness benefits;
- Paid caregiver leave;
- Flexible work options;
- Work from home.

There should be a commitment to ongoing training or workshops on improving and diversifying communication styles and more effectively mentor, lead, and communicate with employees with disabilities. Through the Diversity Policy, the firm will commit to partnerships with NGOs for persons with disabilities (DNGOs), technical training providers, and relevant state agencies to support building the bridge to inclusion.

#### 4.2.4 Business Case and Funding Inclusion

There will be a need for incremental spending to achieve the inclusion of some categories of persons with disabilities. However, having presented the business case for inclusion, confirming the "win-win" should remove the perception that this is a long-term "additional budget item". Built into the business case will be the cost and the return on investment, understanding that gains will not immediately hit the bottom line. Failing to commit to the financial costs will result in potential failure like any other start-up. The benefit of the service ladder is that the enterprise can take the first step and begin to realise that any initial cost will (1) be negated by the gains and (2) have enterprise-wide benefits.

#### 4.3 Strategic Priority 3: Provide Support and Aides – Environmental Barriers

"Universal Design is a key concept in promoting accessibility. Universal Design is the design and composition of an environment so that it can be accessed, understood and used to the greatest





- Ensuring that all wall lighting fixtures are no more than 4" from the wall and affixed between 2'4" and 6'8" above the floor.
  - Providing ramps at all entrances and within the office where needed.
  - Assigning accessibility-friendly parking spots where applicable.
- b. **Beyond the Physical Environment:** The firm will need to change communication and information sharing with employees. Consider sub-titles for the deaf; audio descriptions for blind or visually impaired; online digital fonts that screen readers can use; and alternative communication tools. It may be necessary to revise how a task is completed. However, the organisation should not seek to make modifications that aim at making the task 'easier' with the assumption that the person with a disability cannot complete the task. Reasonable accommodation means breaking the task down, presenting the task differently so that the employees can complete the task.

#### 4.3.2 Universal Access

This strategy proposes that this is implemented incrementally. The evolution of the disability symbols underscores the transition taking place in the concept of "access." The disability symbol that most people are aware of is an image of a person using a wheelchair for mobility. The image on the left connotes "helpless", while the image on the right demonstrates the actual engagement of the person with the disability. The range of symbols is increasing to differentiate between access for toilets and entry into buildings.



There are now symbols that indicate that a workplace has removed the barriers to communication with persons with speech and/or hearing impairments. See the image to the left. The strategy for the enterprise determines the steps it will take towards universal accessibility. An example of steps toward universal access would be when a firm is able to hire persons with multiple impairments. While the data makes clear that unemployment levels are high among persons with disabilities, it goes further to say that persons with more severe or multiple impairments and cognitive impairments are the least likely to find employment. The gold standard for an enterprise would be the commitment to identifying and breaking down jobs into manageable pieces, allowing for meaningful and productive work for this group of persons.



As the Disability Champion builds the business case for universal access, it must be underscored that when a place of work becomes accessible for a range of persons with disabilities as employees, it also becomes accessible for clients/customers. A clear gain for an enterprise is the opportunity to expand its client base as 15% of the population have a disability.

#### 4.4 Strategic Priority 4 – Increased Employment for Persons with Disabilities

The primary outcome of this strategy is to increase the number of people with disabilities in employment. As this strategy is linked with the technical and vocational training strategy for inclusion, it aims to intervene early and provide clear pathways and support into work.

**Strategic Imperative: To employ persons with disabilities, ensuring that they have meaningful work and decent pay**

**Actions include the following:**

1. **The firm collaborates with a technical training provider**
2. **Hires a person with a disability**
3. **Provides multiple training providers with available work opportunities**
4. **Hires persons from more than one disability group**
5. **Hires persons with multiple impairments and cognitive impairments**
6. **System-wide employment of persons with disabilities**
7. **Equal opportunity employer.**

##### 4.4.1 Collaboration with Training Providers

The enterprise committed to the inclusion of persons with disabilities in their workplace will need to build relationships with training institutions. There must be deliberate pathways to achieve this inclusion. The enterprise can start by selecting a single training provider that offers skills training in areas that match their business operations' needs. However, an element of the discussion should centre around a transition to work model where both parties agree on what is required. The collaboration between the training provider and the employer should consider what would be required of the enterprise to ensure reasonable accommodation for potential employees. It is important to understand if the training provider offers 'soft skills' workshops to assist the trainee for adjusting to working in an inclusive environment. Employers should explore whether there are work readiness sessions or disability support groups that should be included in the training to work transition programme (TTWTP).

##### 4.4.2 Hiring & Retaining Persons with a Disability

The enterprise must make a deliberate decision and take action to employ persons with disabilities. It could start with a decision to include a person with a single disability and build partnerships with a training provider and disability associations. The strategy recommends a gradual approach when moving towards inclusion, as this increases the likelihood of sustainability. The enterprise can build on lessons as it moves forward on the inclusion ladder. In addition to the training offered by a training provider, the firm should include the potential employee in training opportunities offered to existing staff and, of course, apprenticeship programmes. As the firm seeks to move up the inclusion service ladder, it will become necessary to conduct job analyses, break down tasks related to a job, and then adjust to include persons with multiple impairments, including those with mental health and cognitive impairments. This may require supported employment; an example would be a job coach to guide the employee. To achieve this, the firm may consider a partnership with a disability organisation(s) and reviewing state-supported programmes, which may present options for considering job coaches for persons with disabilities.



Work must "pay." The incentive for a person with a disability to actively seek employment is also guided by "pay." This would appear to be logical, but for a person with a disability it may cost more to go to and from work as there may be benefits that they receive from being unemployed that they will lose once they are employed. The cost of commuting and/or receiving support to commute to work is likely to be higher than their non-disabled colleagues at work. Guided by the business case, employing a person with a disability is not "charity" but an investment as with any other employee, and they should be compensated accordingly.

#### 4.4.3 Equal Opportunity Employer

The highest rung on the ladder is achieved when a firm no longer limits the types of jobs that persons with disabilities may apply for or the types of disabilities which they can accommodate. This 'gold standard' will be achieved when the design and composition of the work environment or options for work can be accessed, understood and used to the greatest extent possible by all people, regardless of age, size, or disability.



## 5 Closing

In seeking to build on the experiences of training and seeking employment opportunities for young persons with disability, the SkYE team was cognisant that while their efforts were commendable there was further need for a structured approach to achieve some level of sustainability and increase the opportunities for work persons with disabilities. The participatory approach to developing this Strategic Road Map to Inclusion has meant that there is already a core of possible champions who will make deliberate efforts to ensure inclusion in the workplace. The workshops held in July and August 2021 with employers across four countries provided an opportunity to introduce disability concepts, discuss individual and organisational barriers to inclusion at the workplace. The business case for inclusion was explored, the workshops also provided an opportunity for employers and labour organisations to share experiences and lessons learned.

Best efforts will now be made to keep that core of participants who are also architects of this Road Map as a working group that will support the efforts of each of their enterprises and others to 'step through the door to inclusion'.

Appendix 1: Employers Disability Inclusion Service Ladder

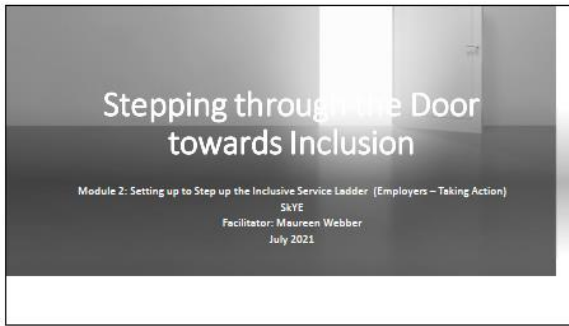
	Service Level 1	Score	Service Level 2	Score	Service Level 3	Score
<b>Build Awareness and Acceptance – Attitudinal Barrier</b>	Orientation and Workshops for Board, Management & Staff		Extended internal workshops to prepare immediate staff who will interact with incoming team member with a disability.		All staff participate in workshops to increase interaction with employees with disabilities. This would include persons with disability working in the firm.	
	HR Participates in Sensitisation Workshop(s)		Review of HR manual to reflect the inclusion of all persons with disabilities in the enterprise.		Revised HR Manual	
	Client/Customer Sensitivity Survey		Sensitisation of Customers/Clients		Client/Customer Feedback Survey	
<b>Provide Bridges to the workplace – Institutional Barrier</b>	An Individual in the Firm/MDA is confirmed and trained as the Disability Champion		Management Initiates Drafting of Company Diversity Policy.		Board and Management establishes Diversity Policy	
	Commit to Inclusion Service Ladder		Monitor movement on Inclusion Service Ladder		Disability Inclusion becomes a KPI for the organisation.	
	Funding found to accommodate minor changes for a pilot.		Percentage of budget allocated to achieve reasonable accommodation.		Reasonable Accommodation acknowledged as a Budget line item.	
	Firm provides internships during training for TVET Trainees with disabilities		Firm provides post training internships where possible for persons with employees		Firm provides internship training with reasonable	

	Service Level 1	Score	Service Level 2	Score	Service Level 3	Score
					accommodations made for a range of impairments.	
<b>Provide Support and Aides - Environmental Barriers</b>	Workspace/physical environment adjustments to include persons with physical impairment (PI) and visual impairment (VI)		Expand access within the building to allow for interaction with colleagues.		Universal Access	
	Identify priority aides to support inclusion.		Aides added to support persons with disabilities with hearing impairment (HI), Deaf and mild learning impairment (LI)		Adaptation/Job Coaches to support Multiple Impairments, cognitive impairment (CI) etc.	
<b>Employees – Single Disability (PI) through to the full range = Inclusion</b>	Firm hires person(s) with Physical Impairment (PI)		Firm hires person(s) with Visual and Hearing Impairments (VI, HI) for specific departments.		Firm hires persons with Learning Impairment (LI) an& Multiple Impairments (MI).	
					Firm moves to system wide employment of persons with disabilities.	
	Firm establishes relationship with a technical training provider. Commitment to hire a graduate with an impairment which would		Firm provides multiple technical training providers with listing of upcoming work opportunities.		Equal Opportunity Employment – Recruitment. Indicates/encourages persons with disabilities to apply	

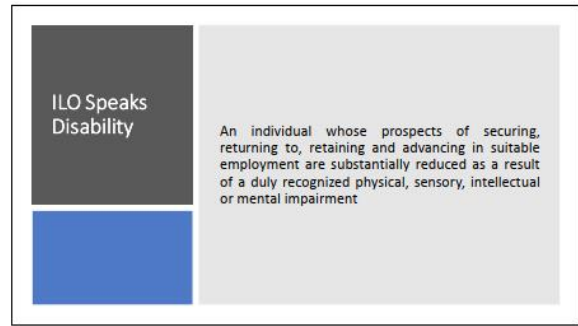
	Service Level 1	Score	Service Level 2	Score	Service Level 3	Score
	require minimal accommodation.					
<b>Scores for Each Level</b>						
<b>Maximum Score</b>						
<b>Your Score</b>						%
<p>Score for each category is a '1' if yes. Then multiply your score by the level. Therefore, if you are at Service Level 1 then it's 1*1; if you are at Service Level 2 and you score for an activity then it is 1*2</p>						

<b>Date:</b>	<b>Prepared by:</b>	<b>Accepted By:</b>			
<b>Next Steps:</b>					
<u>Goals</u>	<u>Who Leads</u>	<u>Target (Reference the Service Ladder)</u>	<u>Timeframe</u>	<u>Resource Needs/Key Action</u>	
<b>Goal 1:</b>		Target 1			
		Target 2			
		Target 3			

Attachment 1: Disability Awareness Presentation



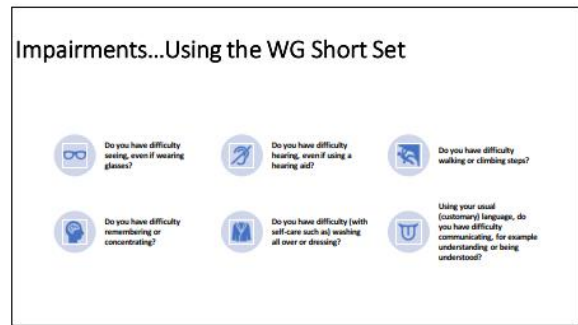
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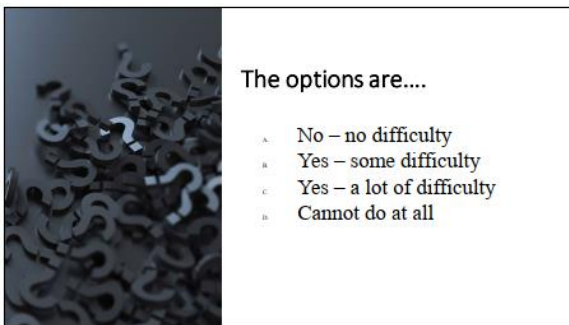
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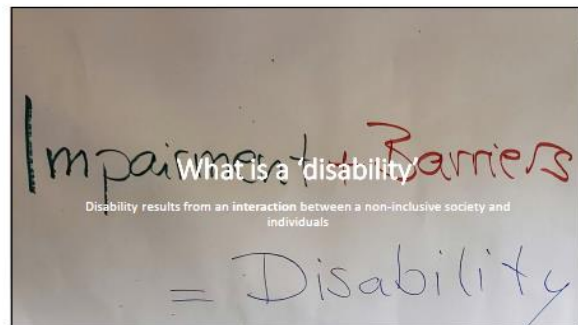
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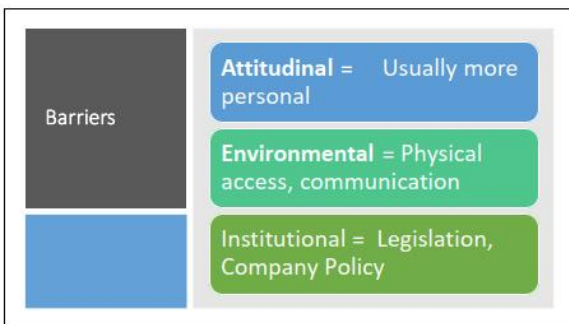
4



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# Creating A Service Ladder for Inclusion

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**CRPD: Article 27... It is Written**

The right to work on an equal basis with others, and opportunity to gain a living by work freely chosen..... In a labour market and work environment that is open, inclusive and accessible to persons with disabilities

10


**Reasonable Accommodation** .....

..... means necessary and appropriate modification and adjustments not imposing a disproportionate or undue burden, to ensure to persons with disabilities the enjoyment or exercise on an equal basis with others of all human rights and fundamental freedoms.

11

**Communication**

...languages, display of text, Braille, tactile communication, large print, accessible multimedia, written, audio, plain-language, human-reader and augmentative & alternative modes, means and formats of communication, including accessible information and communication technology;



12

**Universal Design.....**

...design of products, environments, programmes and services to be usable by all people, to the greatest extent possible, without the need for adaptation or specialized design. Includes assistive devices for particular groups of persons with disabilities where this is needed.

13

**It is.. Disability not Incapacity to Work**

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Not work according to their disability

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Not lower wages because of an impairment

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Severe disabilities can do productive work

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Some are high performers some are not (sounds normal)

---

Not everyone with a disability wants to work

14

**The Business Case for Inclusion**

- HIGHER PRODUCTIVITY
- ENHANCED COMPANY REPUTATION
- DIVERSITY AT WORK
- LOWER TURNOVER

15

**Indicators for Service Ladder**

- Company/Country Wide Commitment
- Employees – Single Disability (PI) through to the full range
- Adjusting for Inclusion
- Board, HR, Staff – All In
- Building Adaptations

16

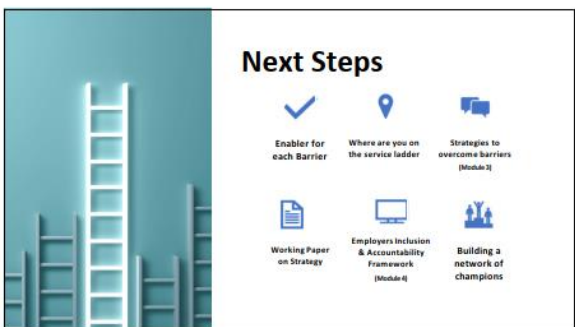


17

Service Ladder for Inclusion at Work

	Service Level 1	Service Level 2	Service Level 3
<b>Company/Country Wide Commitment</b>	All roles must at least meet an documented value and evidence a commitment to the agency of inclusion	Head and Management establish Disability Inclusion Policy	Significant demonstrated for others the same level
<b>Employees - Single Disability (SD) through to the full range</b>	Working hard to accommodate senior changes for a pilot	Percentage of budget allocated to advance reasonable accommodations	Positive and ACCESIBLE
<b>Adjusting for Inclusion</b>	Have Inclusion plan (I) with Physical Environment (PE)	Have Inclusion plan (I) with Social and Working Environment (SWE)	Have Inclusion plan with working requirements (I) and Inclusion requirements (SWE)
<b>Board, HR, Staff - All In</b>	Orientation (Board, HR)	Accountability Framework Document prepared	Annual Board/Operational Reports include reporting on Disability Inclusion/Accountability Framework
<b>Building Adaptations</b>	Agency to select selected, select apply to full time employees with P - Reasonable Accommodations	Agency to select accessible, select apply to full time employees with P - Reasonable Accommodations	Working ACCESIBLE

18



19



20