

# Employer Role in Recruitment & Retention of Workers with Disabilities

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# Studies show...

## People with Disabilities (PwD)

- **Less likely to be employed**
  - (Yelin & Trupin, 2003; Galarneau & Radulescu, 2009; Statistics Canada, 2010)
- **In interest to work and job preferences --similar to persons without disabilities**
  - (Ali, Schur & Blanck, 2011)
- **Barriers in workplaces – difficult to secure and keep employment**
  - (Shier, Graham & Jones, 2009; Galarneau & Radulescu, 2009; Newbold & Simone, 2015)

# Highlights from the CSD (2012)

- Total number of adult Canadians with disabilities: 3.8 million – 14% of the adult population

(%)	All population	People with no disabilities	PwD
Employed	52	54.8	34.4
Unemployed	5.4	5.4	5.1
Not in labour force	42.6	39.8	60.6

Type of employment	Among employed PwD (%)
Employee	80
Self-employed	19
Working in a family business without pay	1

# Highlights from the CSD (2012)

Full-time status	Among employees with disabilities (%)
Full-time	75
Part-time	24
Not stated	1

Permanency of job	Among employees with disabilities (%)
Permanent job	87
Non-permanent (contingent) job	13

# Recruitment/retention

- Legal approach:
  - Human Rights Codes/Acts
    - Prohibits discrimination on the basis of disability
  - Duty to accommodate
    - Case law
  - Return to work programs for injured workers/ workers with illnesses
    - Business case for retention: Quicker return to productivity, reduced work delays, improved employee morale, retaining skilled workers
  - (Kelloway, Francis & Gatien, 2014)

# Highlights from the CSD (2012)

Of all employed PwD who asked for workplace accommodation:

70% received positive answer but  
30% received negative answer.

Top reasons:

- Employer/supervisor refused request
- Accommodation was out on a waiting list
- Accommodation was too expensive (e.g., purchase/maintenance expenses)

# Highlights from the CSD (2012)

Of all employed PwD who needed workplace accommodations:

63% did not ask for accommodation.

Among the top reasons:

- Felt uncomfortable asking (32%)
- Had fear of negative outcomes (32%)
- Did not want to disclose disability (16%)
- Concerned about reaction of co-workers (16%)
- Employer lacked of awareness/understanding with respect to accommodation requests (16%)

# Why barriers in workplaces?

- Employer/workplace attitudes –subtle
- Workplace climate, inclusion/exclusion
- Disability factors: individuals with cognitive/neurological or mental/emotional disability ; onset of disability while working

(ILR (Cornell) Online Webcast, The Workplace and People with Disabilities: Past, Present, Future; Accessed on October 19, 2015, <https://www.youtube.com/watch?v=EqjdBjcLbM>)



# Questions to consider...

- What can employers do better?
- What can line managers do better?
- Are laws enough? What can be done for compliance?
  
- Questions? Suggestions?
  
- Thank you!

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