



VIABLE CALGARY

Humanly Possible

Workforce Inclusion Plan
Alberta Motor
Transport Association
February 2010

Letter from the Association



Attention AMTA Members,

Our industry has a very diverse workforce, drawing from a multitude of backgrounds, demographics and cultures. Our members, however, can still make improvements by learning more about the opportunities to hire individuals with disabilities.

Viable Calgary's Workforce Inclusion Plan provides the transportation industry with additional options to help promote an increasingly diverse workforce that includes individuals with disabilities. Having access to these resources and expertise will make staffing options easier for your companies.

It was not long ago that the industry experienced major shortages in staffing, stemming from an overheated boom economy. Although the economic downturn has enabled us to get better control of our staffing needs, the Workforce Inclusion Plan provides our membership with a systematic framework for securing and retaining new talent that will be of tremendous value into the years ahead. Ultimately, Viable Calgary's Workforce Inclusion Plan will better enable your company to find the right person for the right job in the face of the changing workforce environment.

On behalf of the AMTA, I would like to express our gratitude for the work that Viable Calgary has done with the Workforce Inclusion Plan and encourage you to take advantage of the services they can provide to you.

Sincerely,

Mayne Root
Executive Director

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There is a war for talent and anyone who intends to win it better realize two things: first, that it is a global war and second, that if you restrict your search for talent in any way... you will be giving your competitors the edge they need to put you out of business.

William G. Parrett,
President – Deloitte & Touche



Executive Summary

Our workforce is changing. It is now necessary for employers to look to underutilized labour pools to meet current and future labour demands. One traditionally overlooked labour pool is persons with disabilities.

Viable Calgary is a project funded by the Government of Canada and the Government of Alberta. Through connections with employer associations and individual employers, Viable Calgary aims to increase the participation of persons with disabilities within the Calgary workforce.

The Alberta Motor Transport Association has partnered with Viable Calgary to support its commitment to providing its members with valuable resources that will ensure the success of each organization. The inclusion of persons with disabilities in the workplace makes good business sense, as it provides a workforce which reflects the diversity of your customers. This partnership is also a method of providing resources when facing current and future labour challenges unique to the industry. With apparent labour and skill shortages, the membership of the Alberta Motor Transport Association needs to adapt strategies for the inclusion of persons with disabilities into its workforce.

Viable Calgary and the Alberta Motor Transport Association collaboratively administered a Readiness Survey, which identified the membership's experience with employing persons with disabilities, their knowledge level regarding available resources and their prevailing attitudes and beliefs about persons with disabilities. This information identified areas of learning opportunities for the membership. Along with identifying these opportunities, Viable Calgary has provided resources and information within this Workforce Inclusion Plan for exploring these opportunities.

The recommendations and corresponding resources provided in this plan serve as a basis for the development of procedures and policies for the inclusion of persons with disabilities within each member's workforce. Viable Calgary is available to work alongside Alberta Motor Transport Association members in the utilization of this plan.

Introduction

This Workforce Inclusion Plan has been developed by Viable Calgary, an initiative funded by the Government of Canada and three departments within the Government of Alberta. The purpose of Viable Calgary is to connect Calgary industry and employers with tools and resources for the inclusion of persons with disabilities in their workplaces.

This Workforce Inclusion Plan provides resources for developing a diverse and inclusive workplace for all prospective and current employees of your company. Viable Calgary asked you, the membership of the Alberta Motor Transport Association, to provide information about your overall diversity and inclusion knowledge and the importance of this in your organization. Through our online survey, we were able to identify your experience with employing persons with disabilities, knowledge level regarding available resources and your prevailing attitudes and beliefs about persons with disabilities. Based on this feedback, we have identified areas where the membership of the Association can take advantage of available resources and where Viable Calgary can provide assistance. The recommendations in this Workforce Inclusion Plan will aid your business by increasing your ability to engage employees with disabilities.

This plan can assist in developing new diversity initiatives or improving upon existing policies and procedures by providing information on resources for disability awareness, recruitment and many other aspects of engaging employees with disabilities.



The Business Case for Hiring Persons with Disabilities

If demographics are changing our labour force, our customers are also changing.

The present work environment has changed significantly from the work environment of the past. Although the economic boom in Calgary has experienced a slowdown, being adaptable to the changing workforce remains a key business strategy.

REALITY:

In Calgary, like across Canada, persons with disabilities are underrepresented in the workforce.

According to the Alberta Occupational Demand and Supply Outlook 2008-2018, Alberta can expect to see a shortage of approximately 93,000 workers by the year 2018.¹ This is due to the aging workforce, declining birthrate and a decline in the population of 15-24 year olds. Where will employers find skilled professionals to replace the retirees of the baby boomer generation? How will employers compete for qualified employees? If prepared for these population changes, employers can maintain a competitive edge within their industry.

REALITY:

Businesses have to broaden their hiring practices in the face of the changing labour market to remain competitive.

It is important to recognize that as the population ages, the incidence of disability among the population increases. At least one chronic condition was reported by the vast majority of older workers. Among workers, the likelihood of having a chronic condition increased with age where 68% of men 50 to 54 had been diagnosed with a chronic condition, compared with 83% aged 65 to 69. For women, the rates were higher than the rates for men.²

¹ Alberta's Occupational Demand and Supply Outlook, 2008-2018, Alberta Employment and Immigration, 2008.

² Aging, Health and Work, Wendy Pyper, Statistics Canada, 2006.

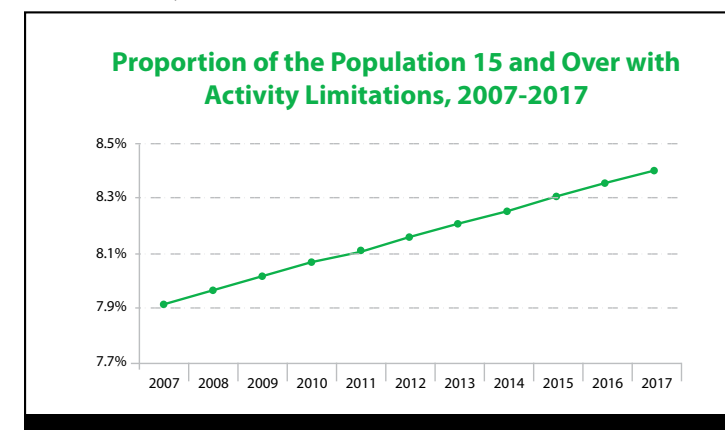
If demographics are changing our labour force, our customers are also changing. Having a workforce that reflects your customer base is necessary to remain competitive and relevant to your marketplace. In order to keep a competitive edge, we must begin to make adjustments, including accessible services and products for persons with disabilities.

Persons with disabilities make up a significant portion of the population and this overlooked and underutilized segment is growing. This group consists of many skilled and qualified individuals seeking employment. Restricting your search for talent may lead to missed opportunities of successfully hiring qualified employees.

REALITIES:

- Employers have a need for skilled workers.
- Persons with disabilities are an underutilized pool of talent available to meet our growing skill and labour shortages.
- Persons with disabilities are a large, growing consumer market.

A diverse workforce ensures an organization is considering all of their labour supply options. With the proper tools and resources in place, managers can maintain a focus on hiring the right person for the job, based on ability. Organizations with a proactive approach to future workforce challenges will be positioned as strong competitors within their industry.



Source: Alberta's Occupational Supply Outlook, 2007-2017, Alberta Employment and Immigration, 2006.

Industry Profile



The Transportation and Warehousing Industry in Alberta includes businesses which:

- transport passengers by rail, water, air or road;
- transport goods by rail, water, air, road or pipeline; and
- warehouse or store goods.³

The Transportation and Warehousing Industry accounts for 5.1% of Alberta's workforce. More than 102,000 people are employed in this industry. Employment in this industry is expected to decline 3.2% in 2009 before growing on average 1.9% annually from 2010 to 2013. Approximately 4,600 new jobs will be created in the 2010 to 2013 time period. These new jobs will account for 3% of all new jobs in Alberta between 2009 and 2013. In 2008, the Transportation and Warehousing industry employed over 20,000 people aged 55 years and over, accounting for 19.7% of employment in the industry. Employment growth in the industry averaged 1.4% annually from 1999 to 2008. Employment in 2008 was down 3.3% from its level in 2007. For the first 6 months of 2009, average monthly employment was 3.5% above the 2008 level.⁴

For the period between 2007 and 2017, Alberta's population between the ages of 15 and 24 is projected to decline at a rate of 0.1% overall.⁵ This means that employers won't be able to rely on a large supply of youth to replace retiring workers.

³ *Industry Profiles: Transportation and Warehousing Industry*, Alberta Employment and Immigration, 2009.

⁴ *Industry Profiles: Transportation and Warehousing Industry*, Alberta Employment and Immigration, 2009.

⁵ *Alberta's Occupational Supply Outlook, 2007-2017*, Alberta Employment and Immigration, 2006.

The aging population and the low growth rate of Alberta's youth population are raising the importance of Human Resource Management practices in the industry. One key strategy is the ability to access underutilized labour pools

In planning for future labour needs, members of the Alberta Motor Transport Association will need to develop practices for accessing underutilized pools of workers. Traditionally, persons with disabilities have faced many barriers to employment across all industries due to misconceptions about their skills and abilities, among other barriers. However, this labour pool is skilled, educated and ready to work.



Survey Results

The Alberta Motor Transport Association, on behalf of Viable Calgary, distributed a Readiness Survey to the Alberta Motor Transport Association membership. The objective of the survey was to identify the membership's experience with employing persons with disabilities, their knowledge level regarding available resources and their prevailing attitudes and beliefs about persons with disabilities.

UNDERSTANDING DISABILITIES

- 29% of respondents are unsure if diabetes, drug addiction, migraines and arthritis are examples of disabilities.
- 33% of respondents are unsure if their organization has a firm understanding of what is defined as a disability, while 33% feel that their organization does not have a firm understanding of what is defined as a disability.
- 100% of respondents disagree that employees with disabilities have higher absentee rates and are less reliable.
- 71% of respondents disagree that persons with disabilities tend not to possess the required education and experience to work for their organization.
- 14% of respondents somewhat agree that persons with disabilities tend not to possess the required education and experience to work for their organization.

HR POLICIES

- 67% of respondents are unsure whether their organization has an inclusiveness statement that is publicized to all employees.
- 43% are unsure if their organization is considering alternate labour pools, such as persons with disabilities, to meet staffing needs.

- 100% of respondents strongly agree that their organization has a posted harassment policy that protects all employees from discrimination and harassment.
- 71% of respondents agree that their organization currently promotes inclusive hiring at every level.

RECRUITMENT PRACTICES

- 57% of respondents agree that their organization may be unprepared to interview a person who is blind and has a service dog.
- 57% disagree that Human Resources staff or Hiring Managers at their organization are educated on interviewing techniques for persons with disabilities.
- 86% of respondents agree that their organization has provided workplace accommodation for employees. The remaining 14% are unsure whether they have provided workplace accommodation for employees.
- 86% of respondents agree that their organization has a solid understanding of what a workplace accommodation is.

LEGAL KNOWLEDGE

- 71% of respondents agree that they know the meaning of 'Duty to Accommodate'.
- 71% of respondents agree that they know the meaning of 'Undue Hardship'.
- 100% disagree that legal and human rights concerns prevent the hiring and interviewing of persons with disabilities.
- 85% of respondents disagree that Worker's Compensation rates and insurance premiums will increase if persons with disabilities are hired.

RESOURCES AROUND HIRING PERSONS WITH DISABILITIES

- 14% of respondents disagree that their organization is aware of placement agencies which assist persons with disabilities with finding employment.
- 57% are unsure if their organization has considered using these placement agencies to fill positions.
- 71% of respondents are unsure as to whether they have had success in using placement agencies.

METHODS OF EDUCATING YOUR STAFF ON TOPICS DISCUSSED WITHIN SURVEY

- Respondents indicate that using the internet is the most used method for educating staff on the topics discussed.
- Making use of resources available at the library is the second most used method.
- Learning from co-workers is cited as the third most used method.



(The survey was completed by 7 respondents.)

Did you know?

Disabilities are both visible and invisible and cover a huge spectrum of conditions, ranging from arthritis and depression to physical and developmental challenges. There are over 435,000 Albertans with some kind of disability, many of them looking for work.

Source: Calgary and Region Social Outlook 2008-2013, The City of Calgary, 2008.

Recommendations

Based on the findings of the Readiness Survey, we have identified several opportunities where members of the Alberta Motor Transport Association could further develop their knowledge regarding the hiring, training and retention of employees with disabilities.

These recommendations are to serve as a basis for the members of the Alberta Motor Transport Association to build their own inclusive workforce strategies. Further consultation from a Viable Calgary Workforce Consultant is available for the implementation of these strategies.

- Expand the definition of diversity by including disability, and establish a system for educating all levels of the workforce on the definition of disability.
- Prepare Hiring Managers for interviewing candidates with disabilities.
- Evaluate and develop job descriptions and recruitment methods to encourage applications from qualified candidates with disabilities.
- Connect with local service providers and determine which products and services can aid in the search for qualified talent and retention of current employees.
- Increase knowledge of accommodation and where to look for help in providing accommodation.
- Dispel any myths regarding how insurance rates and WCB costs are affected by the hiring of persons with disabilities.

1. Expand the definition of diversity by including disability and establish a system for educating all levels of the workforce on the definition of disability.

Survey results indicate that 71% of the respondents have a broad understanding of what disability is, yet 66% of respondents feel that their organization does not have a firm understanding of what is defined as a disability.

RESOURCES FOR DEFINING DISABILITY:

- **Employment Equity Act – Canadian Human Rights Commission**
 - “Persons with disabilities” means persons who have a long-term or recurring physical, mental, sensory, psychiatric or learning impairment and who consider themselves to be disadvantaged in employment by reason of that impairment, or believe that an employer or potential employers are likely to consider them to be disadvantaged in employment by reason of that impairment.
 - <http://laws.justice.gc.ca/en/e-5.401/index.html>
- **Americans with Disabilities Act**
 - A mental or physical impairment that substantially limits one or more major life activities. ADA protection extends not only to individuals who currently have a disability, but to those with a record of a mental or physical impairment that substantially limits one or more major life activities, or who are perceived or regarded as having a mental or physical impairment that substantially limits one or more major life activities.
 - <http://www.ada.gov/pcatoolkit/chap1toolkit.htm>

Persons with disabilities are not a small portion of society. The total population of persons with disabilities in Alberta grew 22.9% from 354,740 in 2001 to 435,820 in 2006.⁶ This may be attributed to the aging population and also due to the increased social acceptance of disability which has encouraged more disclosure.

There are many resources available for education on disability. The following resources provide information on educational workshops and on identifying various types of disability.

Training on Workplace Sensitivity can be useful in educating employees on the topic of disability. The Alberta Human Rights Commission provides workshops for employers who are interested in learning about topics including:

- A Respectful and Inclusive Workplace
- Human Rights Legislation in the Workplace
- Discrimination & Harassment in the Workplace
- Duty to Accommodate
- Human Rights & the Employment Process
- The Human Rights Complaint Process

Please visit www.albertahumanrights.ab.ca for more information on these resources.

Local service providers also provide sensitivity training for employers. Please see recommendation #4 for further information on these service providers.

Links to disability types and general information:

- www.canparaplegic.org/en/152.html
Canadian Paraplegic Association – Alberta branch. Site offers suggestions and links for accessibility, support systems and Employability program.
- www.handspeak.com
An online dictionary for sign language.
- www.biaa.ab.ca
Web site contains information, research and resources regarding individuals with a brain injury.
- www.mymentalhealth.ca
Web site contains information on different types of mental illness and resources on where to get help for individuals with mental illness.

⁶ *Calgary and Region Social Outlook 2008-2013*, The City of Calgary, 2008.

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This relationship between employee and employer has many positive effects; it creates a good working environment, satisfies a person’s desire to contribute to society and to one’s own well-being and it also creates a loyal employee that has a desire to prove themselves.

Lisa Thompson,
Assistant Branch Manager
BMO Bank of Montreal

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2. Prepare Hiring Managers for interviewing candidates with disabilities.

The survey found that over 55% of respondents may be unprepared to interview a person who is blind and has a service dog. Furthermore, 57% indicated that they feel their Human Resources staff or Hiring Managers may not be educated on interviewing techniques for persons with disabilities. Human Resources staff and Hiring Managers can obtain resources to assist them in the qualification of, and interview process for, candidates with disabilities. This can help avoid any barriers which may prohibit an effective screening process.

Interviewing a person with a disability is fundamentally no different than interviewing a person without a disability. You are interviewing to see if the person, regardless of their disability, can perform the duties that are required for the position. Ask questions that are job-related and based on job requirements. A method of strengthening your recruiting practice is utilizing disability awareness training for interviewers, which can aid in the prevention of assumptions about any candidate's capabilities. You can also implement standard procedures which ask candidates if they require accommodations for any part of the interview process.

Considerations when interviewing a person with a disability:

- A person with a disability is an individual first. Focus on the person as an individual with unique qualities.
- Individuals with disabilities do not want a job out of sympathy.
- Persons with disabilities want to be included. A job is not a gift, it's a job.
- Ensure interview locations are accessible for candidates with disabilities. Are there any accessible parking spaces and have clear directions been given on where to meet?
- Ask the applicant to describe how he/she would perform a certain job function or if reasonable accommodations are required.
- Speak directly to the person. Shake hands when you first meet. Do not refer to the person's disability unless it is relevant to the conversation.
- When in doubt, ask. Whether it be asking to offer help or asking someone one to repeat themselves if you did not understand what was said.
- For more information, please visit www.viablecalgary.ca and look under: "Hiring – Interviewing".

3. Evaluate and develop job descriptions and recruitment methods to encourage applications from qualified candidates with disabilities.

Based on the results discussed in recommendation #2, an analysis of current job descriptions and recruitment methods would prove valuable to the recruitment process.

The structure and wording of job descriptions in job postings may contain unintentional barriers for qualified candidates with disabilities. Also, certain information may be unnecessary or may discourage applications from a diverse range of candidates. Ensure that items in a job description are directly linked to the core competencies of the role, omitting ambiguous and unrelated requirements.

The job descriptions should contain information indicating an employer is open to recruiting from a diverse talent pool, which includes persons with disabilities. This is easily done by including an equity statement in your job announcement, application forms and other recruitment materials. An example:

"At ABC Company, we value the diversity of people and products. Diversity at ABC Company means a workplace where individual differences are recognized and appreciated, respected and responded to in ways that fully develop and utilize each person's talents and strengths."

Utilizing new forms of media to advertise the job posting may also help ensure employers are accessing a broad and diverse talent pool. Certain disabilities may prohibit a potentially qualified candidate from being able to access the job posting and therefore will not have the opportunity to apply, subsequently leaving the employer to choose from a smaller bank of applications. Providing the job posting to service providers can help ensure your search for talent is being extended to include a larger pool of workers. For information on service providers who post employer job advertisements, please visit www.viablecalgary.ca and look under: "Service Providers".



4. Connect with local service providers and determine which products and services can aid in the search for qualified talent and retention of current employees.

Responses indicate that 14% of members surveyed are unsure if their organization is aware of placement agencies which assist persons with disabilities in finding work, and 57% of respondents are unsure if their organization has considered using placement agencies to fill vacancies. Furthermore, 71% of respondents are unsure as to whether there has been success with using service providers. While some of the respondents may be aware of service providers, there is an opportunity to advance their understanding of the range of products and services offered and how this could improve their recruitment process.

In addition to traditional employment agencies, employers are able to access new talent through a diverse group of service providers. Service providers offer a range of employment services for employers and for employees with disabilities. They can help businesses with hiring, implementing accommodations, training for managers and employees, sharing best practices and much more.

Each service provider has their own level of experience and area of specialty. Successful working relationships with service providers requires that an employer has a firm understanding of their Human Resource needs, in order to match those needs with the services offered by service providers.

Establishing a partnership with a service provider and developing a relationship built on service quality will reduce your worries and workload, with respect to recruitment in general and also in terms of recruitment of persons with disabilities. Please take note that there are many different service providers available in Calgary. Each utilizes different models of support and placement. It is important for you to contact several providers before deciding which is most appropriate for your current needs.

The following questions should be considered before contacting service providers:

- Is this a contract or permanent opportunity?
- How many hours are required for the position (i.e. p/t or f/t)?
- Can the job duties be shared with another employee if necessary?
- Is work time flexible?
- Will you accept a trained job coach for a portion or full duration of the employment?
- Is your facility accessible and barrier-free?
- Are you comfortable working with diminished support from an agency?
- Do I need my job descriptions and job postings to be reviewed to ensure I am reaching the largest audience possible?
- Would I like the job posting to be posted with the service provider?

Upon determining the services desired, an employer can then consult a list of service providers to determine whom best to contact to meet their needs. Listings of service providers typically outline the nature of the services they offer, in order to make the selection process for employers as simple as possible.

The following are links to service provider listings:

- http://employment.alberta.ca/documents/RRM/RRM-CG_etcs_specialized.pdf
 - AEI Calgary Region Employment - Training and Career Service Directory
- <http://www.viablecalgary.ca/index.php/Service-Providers/Who-Can-Help-Me-Hire.html>
 - Viable Calgary - Service Provider listing



There are many elements to creating a successful accommodation... the key elements include establishing clear and realistic expectations, collaboration with all the invested stakeholders and making use of all the resources available.

Pola Swiecicki,
Disability Specialist -
The Forzani Group



5. Increase knowledge of accommodation and where to look for help in providing accommodation.

The survey results indicate that 14% of respondents are unsure about what an accommodation is and 71% indicate that their organization has provided accommodation for their employees. There still remains some uncertainty as to whether the organization has a solid understanding of accommodation and whether the organization has provided accommodation for its employees.

Accommodation is very common in the modern workplace and exists in various forms including modified work hours, software and modifying equipment. Employers with a solid understanding of accommodation methods are not only able to broaden their search for qualified talent, but can also experience the benefits accommodation provides in retention efforts for current employees.

Studies indicate that effective accommodation is a powerful motivator; persons with disabilities who are satisfied with their workplace accommodations typically become loyal and highly productive employees. Seen in this light, an investment in accommodation is an investment in your company's continued growth and success, through reduction of costs associated with hiring and turnover.

Funding for accommodations in the workplace may also be available. The Disability Related Employment Supports (DRES) program provides supports to persons with disabilities including work site modifications and technological aids. Other DRES services include job orientation, work site orientation, job coaching and co-worker preparation. More information is available at www.employment.gov.ab.ca/dres.

Accommodations can include:

- Making existing facilities accessible
- Job restructuring
- Part-time or modified work schedules
- Acquiring or modifying equipment
- Modifying communication methods to provide qualified readers or interpreters
- Changing training materials, policies, instructions or reference materials

For further information on accommodation in the workplace, visit:

- <http://www.jan.wvu.edu/>
The Job Accommodation Network (JANcna)
- <http://www.apt.gc.ca/>
Workplace Accommodation Toolkit, Government of Canada
- www.makingcentsofabilities.com
From the Waterloo Wellington Training and Adjustment Board (WWTAB). Highlights the economic benefit of hiring persons with disabilities.



Steps to Creating an Inclusive Organization*

6. Dispel any myths regarding how insurance rates and WCB costs are affected by the hiring of persons with disabilities.

14% of respondents agree that hiring persons with disabilities will affect their Workers Compensation rates and insurance premiums.

It is important for Hiring Managers to understand that it is very unlikely that the employment of persons with disabilities will increase their insurance costs. This perception may create an unintentional barrier to employment for a person with a disability.

A common misconception regarding disability is that persons with disabilities are ill more often than their non-disabled colleagues and will use their health benefits more often, increasing the insurance premiums paid by their employer to account for the added expense. However, the belief that a person with a disability is more likely to be ill is simply a fallacy. For example, a person with a mobility limitation or hearing impairment is no more likely to become ill as anyone else they work with.

Another misconception is that a person with a disability will have unsafe work practices on the job site and will be more likely to be hurt on the job, causing a rise in WCB claims, and increasing the overall WCB rates paid by the employer. Again, the belief that a person with a disability is more likely to have a workplace incident or injury is an erroneous belief. In fact, 98% of people with a disability rate average or better on workplace safety.⁷

WCB-Alberta also offers a training-on-the-job (TOJ) program, which provides skill development and work experience for workers who are not able to return to pre-accident employment due to compensable work restrictions. Vocational service providers work alongside the employee at the commencement of employment and the employer is not liable if the employee is injured or aggravates a previous injury during the TOJ program term. For more information on this program, please visit: http://www.wcb.ab.ca/pdfs/employers/EFS_Training_on_the_job_program.pdf.

⁷ PAL Survey, Statistics Canada, 2006.

Successful integration of persons with disabilities into your workplace can include a plan outlining the organization's commitment to the initiative. All levels of the organization should be involved, every opportunity must be identified and a clear picture of success will be vital in developing an inclusive workplace.

The following eight-step model can serve as an outline for developing and implementing a Workforce Inclusion Plan which meets the needs of your individual organization.

Inclusion Building Blocks

STEP 1: Secure Top Management Buy-in

- Setting the way for inclusion needs to start at the top. It needs to be part of the business structure and strategic vision.

STEP 2: Establish an Inclusion Steering Committee

- Ensure that the committee is represented at all levels of the organization from junior to senior positions.
- Diverse representation is recommended.
- (If applicable, Union representation should be present).

STEP 3: Complete an Assessment or Survey of Diversity Issues

- In order to get where you want to go, you have to know where you currently stand. Take inventory of what is happening within your organization and identify areas of opportunity.
- Assessment methods may include:
 - Administering a Readiness Survey to staff (as performed by the Alberta Motor Transport Association).
 - Conducting a round-table for purposes of an open, honest and frank discussion of the management of diversity in the workplace.

STEP 4: Establish an Inclusion Plan

- Based on findings from your Assessment of Diversity Issues, develop a plan with recommendations to address opportunities identified.
- Consider all recommendations and their respective delivery methods. Identify resources and delivery methods most appropriate for your organization.
- Consider how results and success will be measured.

STEP 5: Gain Approval of Management

- Communicate plan to Management and secure their support.

STEP 6: Communicate Plan to Employees

- Let your staff know what you are planning to do. Success will be seen if all employees take ownership to ensure that the initiatives materialize.

STEP 7: Implement Training and Inclusion Initiatives

- Include Steering Committee and employees in the implementation.

STEP 8: Evaluate

- Follow-up with Viable Calgary and collaboratively measure progress with quantitative and qualitative information.

* Modeled after Organization Change Toolkit developed by Hamilton Centre for Civic Inclusion; http://www.hcci.ca/pdfs/resource_pdf/HCCI_Organizational_Change_Tool-Kit_March_2007.pdf

Summary

The demographics of our population are changing. These changes require that employers develop workforce recruitment plans that are up to date and respond to the new labour environment.

By accessing every possible source of labour, employers will be more prepared for present and future workforce challenges. Having the tools and resources in place for the integration of persons with disabilities is, and will remain, a key strategy for successful workforce development and for future business planning.

Our findings, based on survey responses from the membership, have provided an indication of the membership's general disability awareness and experience with employees with disabilities. This plan contains strategies for building upon this knowledge and experience in order for the Alberta Motor Transport Association membership to enhance their practices of hiring, training and retaining employees with disabilities.

This plan is intended for distribution to the membership of the Alberta Motor Transport Association. The information has been compiled through the joint efforts of Viable Calgary and the management of the Alberta Motor Transport Association. Upon obtaining this plan, members of the Association are encouraged to contact Viable Calgary for further information on the topics discussed and for any other related information. Viable Calgary can assist in the implementation of a Workforce Inclusion Plan specific to the individual needs of any member and can evaluate the effectiveness of these strategies.

Acknowledgements

Viable Calgary wishes to express its appreciation to all of the individuals who contributed their time and effort to the development of this Workforce Inclusion Plan.

In particular, we thank the Alberta Motor Transport Association and its membership for providing their valuable insight, without which this resource could not have been completed.

Special thanks are extended to the Advisory Committee for ongoing dedication of their time and effort in support of the Viable Calgary project.

Viable Calgary also acknowledges Lisa Thompson of BMO Bank of Montreal, Bruce Skorobohach of Columbia College and Pola Swiecicki of The Forzani Group for contributing quotations.

The Viable Calgary project is funded by the Government of Canada and Government of Alberta, whose continued support is very much appreciated.

For more information please contact:

Viable Calgary

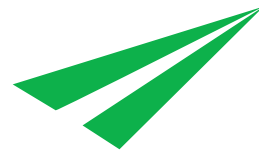
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the Government of Canada and
the Government of Alberta.*