**WEBEX FORUM**

**“Best Practices in Accommodating Employees in the Workplace”**

**THURSDAY, FEBRUARY 18, 2016**

**> Oeprator:**

GOOD AFTERNOON LADIES AND GENTLEMEN. WELCOME TO THE “BEST PRACTICES IN ACCOMMODATING EMPLOYEES IN THE WORKPLACE” CONFERENCE CALL.

THIS IS THE FIRST IN THE WEBEX FORUM SERIES ON WORKPLACE ACCOMMODATIONS FOR PERSONS WITH DISABILITIES PRESENTED BY EMPLOYMENT AND SOCIAL DEVELOPMENT CANADA, IN COLLABORATION WITH CANADIAN BUSINESS SENSABILITY.

I WOULD NOW LIKE TO TURN THE MEETING OVER TO JOAN TURNER, CHIEF EXECUTIVE OFFICER OF THE CANADIAN BUSINESS SENSABILITY.

PLEASE GO AHEAD MS. TURNER.

**> Joan Turner:**

THANK YOU AND WELCOME EVERYONE. WE'RE REALLY PLEASED TODAY TO HAVE THREE VERY KNOWLEDGEABLE GUEST SPEAKERS.

OUR FIRST GUEST SPEAKER WILL BE DEBBIE PAWELCZYK WITH ROYAL BANK. OUR SECOND SPEAKER IS MAUREEN HAAN WITH THE CANADIAN COUNCIL ON REHABILITATION AND WORK. AND OUR THIRD SPEAKER WILL BE MARIE-JOSÉ DURAND, OCCUPATIONAL THERAPIST AND PROFESSOR AT THE UNIVERSITÉ DE SHERBROOKE.

EACH OF OUR SPEAKERS TODAY WILL BE SHARING THEIR KNOWLEDGE AND INSIGHTS INTO OUR TOPIC OF BEST PRACTICES IN WORKPLACE ACCOMMODATIONS.

FOR OUR FORMAT WE'LL HEAR FROM ALL 3 SPEAKERS FIRST AND THEN WE'LL OPEN IT UP FOR QUESTIONS OR COMMENTS FOR THE REMAINING 20 OR 25 MINUTES.

TO BEGIN THE SESSION I WOULD LIKE TO INTRODUCE YOU TO DEBBIE PAWELCZYK. DEBBIE IS THE SENIOR ADVISOR OF WORKPLACE ACCOMMODATIONS FOR THE ROYAL BANK AND SHE PROVIDES GUIDANCE TO RBC MANAGERS ACROSS CANADA AND GLOBALLY.

SHE WILL BE OFFERING AN EMPLOYER'S PERSPECTIVE WITH HER PRESENTATION “A COLLABORATIVE APPROACH TO WORKPALCE ACCOMODATION AND INCLUSION AT RBC”

DEBBIE, PLEASE GO AHEAD.

**> Debbie Pawelczyk:**

THANK YOU VERY MUCH JOAN, AND THANK YOU FOR THE OPPORTUNITY TO SPEAK HERE TODAY. NEXT SLIDE PLEASE. THANK YOU.

SO TODAY I'M GOING TO TALK A LITTLE BIT ABOUT THE WORKPLACE ACCOMMODATION TEAM AT RBC, WHAT IS WORKPLACE ACCOMMODATION AND WHY WE NEED TO ACCOMMODATE. I'M GOING TO TALK ABOUT THE WORKPLACE ACCOMMODATION PROCESS THAT WE'RE CURRENTLY USING AND HOW WE'RE TRYING TO BREAK DOWN SOME OF THE WORKPLACE BARRIERS. I'LL EXPLAIN SOME OF THE INTERNAL RESOURCES THAT WE USE AND HOPEFULLY SOME KEY LEARNINGS THAT YOU CAN TAKE AWAY FROM THE PRESENTATION TODAY. SO NEXT SLIDE PLEASE.

SO MY TEAM IS PART OF EMPLOYEE RELATIONS AND WE'RE RESPONSIBLE FOR PROVIDING ADVICE AND COUNCIL TO MANAGERS ACROSS CANADA TO GET ACCOMMODATIONS IN PLACE FOR EMPLOYEES WITH DISABILITIES. WE DEAL WITH REQUESTS FROM RELIGIOUS ACCOMMODATION AND FAMILY STATUS ACCOMMODATION, AS WELL AS ERGONOMICS. I ALSO CONSULT ON A GLOBAL BASIS AS I HAVE EMPLOYEE RELATION COLLEAGUES IN THE US, THE UK, CARRIBEAN AND INTERNATIONALLY.

SO WHAT I WOUL DO, I WOULD PROVIDE ADVICE AND COUNSEL ON HOW I WOULD ACCOMMODATE IF THE EMPLOYEE WAS HERE IN CANADA AND THEY WOULD TAKE THAT INFORMATION BACK AND APPLY THE LAWS OF THEIR LAND. AS WE ALL KNOW, THE LEGISLATION IN ALL THE DIFFERENT COUNTRIES IS DIFFERENT.

SO I'M ALSO RESPONSIBLE FOR PROVIDING EDUCATION TO THE DIFFERENT BUSINESSES ACROSS RBC. SO I'M ALSO VERY INVOLVED IN TOWN HALLS, WEBCASTS AND EDUCATION SESSIONS TO HELP BUILD AWARENESS AROUND ACCOMMODATION AND INCLUSION.

AND LAST BUT NOT LEAST, I'M ALSO THE VENDOR MANAGER FOR CCRW, WHICH YOU'LL HEAR FROM LATER ON IN OUR CALL, WHICH IS THE CANADIAN COUNCIL ON REHABILITATION AND WORK, AS WELL AS OPTIMAL PERFORMANCE CONSULTING THAT DO A MAJORITY OF OUR ERGONOMIC ASSESSMENT HERE AT THE RBC.

SO, WORKPLACE ACCOMMODATION INVOLVES PROVIDING INDIVIDUALS WITH THE NECESSARY WORKPLACE SUPPORTS TO ALLOW THEM TO TAP INTO THEIR FULL POTENTIAL. THAT WAY THEY CAN BE PRODUCTIVE MEMBERS OF THEIR TEAM.

SO IT'S THE TOOLS THAT WE GIVE THEM THAT ALLOWS THEM TO DO THEIR JOBS AND IT CAN DIFFER IN SO MANY WAYS. IT COULD BE PERHAPS PHYSICAL MODIFICATIONS TO A WORK STATION OR PREMISES, SUCH AS A RAMP OR A PADDLE ON A DOOR FOR SOMEONE IN A WHEELCHAIR. IT COULD BE ADAPTIVE TECHNOLOGY, SUCH AS ZOOM TEXT OR JAWS OR DRAGON NATURALLY SPEAKING, OR EVEN AS SIMPLE AS A SPECIAL MOUSE OR A KEYBOARD. IT COULD ALSO BE REVISIONS TO A WORK SCHEDULE. IF SOMEONE HAS TO TAKE MEDICATION IN ORDER TO HELP MANAGE THEIR DISABILITY. OR EXTRA COACHING IF SOMEONE HAS A LEARNING DISABILITY. WE MAY EVEN HAVE TO ADJUST TARGETS. AND THESE ARE JUST A FEW OF THE DIFFERENT ACCOMMODATIONS THAT WE IMPLEMENT ACROSS RBC.

ONE THING THAT'S COMING UP MORE AND MORE OFTEN IS ACCOMMODATION DUE TO ALLERGIES. WE MAY NEED TO PROVIDE SIGNAGE AND EDUCATION AWARENESS TO PEOPLE IN A WORKPLACE TO HELP THEM BECOME AWARE OF WHY THEY CAN'T HAVE PEANUTS OR WEAR PERFUME OR OTHER DIFFERENT SCENTS IN A WORK AREA.

ONE THING I WILL NOTE HERE IS COST OF ACCOMMODATION BECAUSE COST IS ALWAYS A BIG FACTOR. WE HAVE A CENTRALIZED FUND FOR ALL WORKPLACE ACCOMMODATION ASSESSMENT COSTS SO THAT THERE IS NO COST TO THE BUSINESS. AND ALSO ANY ADAPTIVE TECHNOLOGY THAT IS RECOMMENDED IN OUR ACCOMMODATION ASSESSMENTS, THAT'S COVERED BY OUR ADAPTIVE TECHNOLOGY TEAM SO NO COST TO THE BUSINESS THERE AS WELL. HOWEVER, IF THERE IS SMALLER ITEMS SUCH AS A NEW CHAIR OR A FOOT REST, THAT WILL BE COVERED BY THE BUSINESS. NEXT SLIDE PLEASE.

SO WHY DO WE NEED TO ACCOMMODATE? I THINK THE MOST IMPORTANT BENEFIT OF ACCOMMODATION IS PERFORMANCE ENABLEMENT. IT INVOLVES PROVIDING THE INDIVIDUALS WITH THE NECESSARY WORKPLACE SUPPORTS THAT ALLOW THEM TO TAP INTO THE FULL POTENTIAL TO BE HAPPY PRODUCTIVE MEMBERS OF THEIR TEAM. SO THERE IS THAT UNTAPPED POOL OF TALENT OUT THERE. AS THE BABY BOOMERS ARE RETIRING, THERE IS GOING TO BE A LABOUR SHORTAGE SO BEING ABLE TO TAP INTO A POOL OF TALENTS, SKILLS AND CAPABILITIES IS A GREAT RESOURCE. SO IT'S THE RIGHT THING TO DO, IT'S GOOD FOR BUSINESS AS I'VE INDICATED. YOU GET A HAPPY PRODUCTIVE EMPLOYEE THAT IS CONTRIBUTING TO THE BOTTOM LINE AND THAT IS A WIN-WIN FOR EVERYONE.

THERE IS ALSO RBC'S ORGANIZATIONAL COMMITMENT IT IS ONE OF OUR VALUES DIVERSITY AND INCLUSION. AND LAST BUT BY NO MEANS LEAST, THE LEGAL REQUIREMENT. RBC AND OTHER ORGANIZATIONS OUT IN THE COMMUNITY HAVE THE DUTY TO ACCOMMODATE TO THE POINT OF UNDUE HARDSHIP AND THAT IS WITH RESPECT TO BOTH FEDERAL AND PROVINCIAL HUMAN RIGHTS LEGISLATION. SO IT WOULD BE A HUGE REPUTATIONAL RISK IF WE DON'T ACCOMMODATE. NEXT SLIDE PLEASE.

SO THE APPROACH THAT WE USE AT RBC IS VERY COLLABORATIVE. THE COLLABORATION BETWEEN THE EMPLOYEE AND MANAGER DURING THIS PROCESS IS CRITICAL, BUT SO IS THE COLLABORATION BETWEEN THE WORKPLACE ACCOMMODATION TEAM AND OTHER PARTNERS BOTH INTERNALLY AND EXTERNALLY. WE HAVE A GREAT RELATIONSHIP WITH CCRW AND THEY DO ALL OF OUR DISABILITY ASSESSMENTS AND WE'VE HAD THAT RELATIONSHIP FOR OVER 15 YEARS NOW. SO THEY ARE A VERY INTEGRAL PART OF OUR PROCESS.

THERE IS ALSO THE COLLABORATION WITH OUR INTERNAL PARTNERS, SUCH AS ADAPTIVE TECHNOLOGY AND IT ACCESSIBILITY, CORPORATE REAL ESTATE OUR BRANCH NETWORK AND THAT'S JUST TO NAME A FEW. IT'S THIS MULTI PRONGED APPROACH TO ACCOMMODATION WITH MANY PARTNERS WORKING TOGETHER THAT MAKE OUR ACCOMMODATION PROCESS SO SUCCESSFUL.

SO TO KIND OF WALK THROUGH THE PROCESS, THE EMPLOYEE WOULD DISCLOSE OR A MANAGER OR RECRUITER WOULD INQUIRE IF AN ACCOMMODATION IS REQUIRED. SO THIS IS WHERE THE COLLABORATION STARTS RIGHT AT THE VERY BEGINNING OF THE PROCESS. SO THE MANAGER WOULD THEN CONTACT OUR INTERNAL CONSULTANTS TO KIND OF WALK THEM THROUGH THE PROCESS IF THEY HAVEN'T ALREADY BEEN THROUGH THIS PROCESS BEFORE. THE COMPLETION OF THE ASSESSMENT IS DONE BY OUR THIRD-PARTY VENDOR AND THEN THE MANAGER AND OUR TEAM RECEIVES THE REPORT AND SHARES THAT REPORT WITH THE EMPLOYEE. ONCE AGAIN, THE MANAGER AND THE EMPLOYEE COLLABORATION IS VERY IMPORTANT WHILE REVIEWING THE REPORT AND GETTING THE ACCOMMODATIONS IMPLEMENTED.

MY TEAM ACTUALLY PROACTIVELY CONTACTS THE MANAGER TO OFFER SUPPORT AND RESPOND TO QUESTIONS BECAUSE SOMETIMES THE REPORTS CAN BE VERY COMPLEX AND UNLESS A MANAGER HAS BEEN THROUGH THIS PROCESS BEFORE IT CAN BE A VERY DAUNTING TASK.

THE MANAGER THEN IMPLEMENTS THE ACCOMMODATIONS. AND ONE THING TO REALLY KEEP IN MIND, OR A COUPLE OF THINGS TO KEEP IN MIND, IS ACCOMMODATION IS FLEXIBLE. IT IS NOT A ONE-SIZE FITS ALL APPROACH. IT'S VERY, VERY INDIVIDUALIZED. SO EVEN THOUGH SOME FOLKS HAVE THE SAME DISABILITY, IT DOESN'T MEAN THEIR ACCOMMODATIONS ARE GOING TO BE THE SAME. AND ONCE AGAIN, THE STRONG RELATIONSHIP BETWEEN THE MANAGER AND VERY CRITICAL WHEN IMPLEMENTING THESE ACCOMMODATIONS.

AND LAST, THERE'S A FOLLOW-UP ASSESSMENT COMPLETED IF THAT IS REQUIRED. SO IF THE ACCOMMODATION FROM THE FIRST ASSESSMENT ARE NOT WORKING QUITE RIGHT WE'LL REENGAGE THE VENDOR TO COME BACK AND DO A REASSESSMENT AND SEE HOW WE CAN TWEAK THE ACCOMMODATIONS SO THEY ARE SUCCESSFUL. NEXT SLIDE PLEASE.

SOME OF THE BARRIERS THAT WE ALWAYS TRY TO ADDRESS WHEN DOING ACCOMMODATION, THERE IS A NUMBER OF THEM HERE. THE FIRST WOULD BE ARCHITECTURAL BARRIERS. THIS IS WHERE CORPORATE REAL ESTATE AND OUR PHYSICAL NETWORK DISTRIBUTION TEAM FOR OUR BRANCH NETWORK IS VERY IMPORTANT. WE TRY AND REMOVE THOSE BARRIERS SUCH AS NO RAMP INTO A BUILDING OR NO PADDLE ON A DOOR FOR SOMEONE IN A WHEELCHAIR.

SOME OF THE INFORMATION BARRIERS THAT WE TRY TO GET RID OF ARE, LET'S SAY, A MEMO IS POSTED ON BULLETIN BOARD, SOMEONE WITH A VISION DISABILITY WON'T BE ABLE TO READ THAT, SO WE NEED TO BE COGNIZANT OF COMMUNICATION AND INFORMATION BEING RELAYED OUT TO OUR EMPLOYEES.

THERE IS A TECHNICAL BARRIER. SO, WHEN AN APPLICATION AN EMPLOYEE HAS TO USE IN ORDER TO DO THEIR JOB IF THAT IS NOT ACCESSIBLE THAT IS WHEN WE ENGAGE OUR IT ACCESSIBILITY TEAM TO HELP AND DO THE SCRIPTING NECESSARY BEHIND THE SCENES TO MAKE THAT APPLICATION ACCESSIBLE.

THERE IS THE SYSTEMIC BARRIERS WE FACE. SO FOR EXAMPLE, IF SOMEONE HAS A LEARNING DISABILITY AND NEED TO ACQUIRE A CERTAIN ACCREDITATION IN ORDER TO DO THEIR JOB, WE MIGHT HAVE TO EXTEND THE TRAINING PERIOD IN ORDER TO ALLOW THEM MORE TIME TO PRACTICE AND STUDY THE MATERIAL SO THEY CAN OBTAIN THE ACCREDITATION.

AND UNFORTUNATELY ONE OF THE BIGGEST AND UNFORTUNATELY CAN BE VERY DAUNTING IS THE ATTITUDINAL BARRIERS. UNFORTUNATELY PEOPLE STILL CONTINUE TO DISCRIMINATE AGAINST PEOPLE WITH DISABILITIES. THE MYTHS STILL PREVAIL THAT A PERSON WITH A DISABILITY CAN'T PULL THEIR WEIGHT. THEIR WORKLOAD WILL SPILL OVER TO OTHERS AND THEY ARE ABSENT MORE THAN OTHER FOLKS THAT DON'T HAVE A DISABILITY. SO WE ARE REALLY TRYING TO WORK HARD AND GET RID OF THE BARRIERS AND CREATE AN INCLUSIVE WORKPLACE. NEXT SLIDE PLEASE.

SO SOME OF THE RESOURCES THAT WE HAVE AT RBC IS A QUARTERLY WEBCAST ABOUT ACCOMMODATION AND INCLUSION. WE HAVE OUR INTERNAL TEAM, WHICH IS THE WORKPLACE ACCOMMODATION TEAM WITHIN EMPLOYEE RELATIONS. SO THAT'S MY TEAM. WE ALSO HAVE A VERY COHESIVE GROUP OF INTERNAL PARTNERS WHICH I'VE TALK ABOUT. IT'S CRITICAL TO THE IMPLEMENTATION OF THE ACCOMMODATIONS AND THAT IS THE CONSULTANTS, GLOBAL DIVERSITY, ADAPTIVE TECHNOLOGY, CORPORATE REAL ESTATE, OUR BRANCH NETWORK, AND DIVERSITY RECRUITMENT. ONE OF THE THINGS WE ALSO HAVE IS AN EMPLOYEE RESOURCE GROUP FOR PEOPLE WITH DISABILITIES AND YOU DON'T NECESSARILY HAVE TO HAVE A DISABILITY TO JOIN THE GROUP. BUT THEY ARE A GREAT RESOURCE. THEY HELP ADVOCATE FOR PERSONS WITH DISABILITIES AND I THINK OUR MEMBERSHIP HAS GROWN IN THE LAST COUPLE OF YEARS TO OVER SIX HUNDRED MEMBERS. AND WE HAVE AN INTERNAL DIVERSITY WEBSITE AS WELL AS AN EMPLOYEE ASSISTANCE PROGRAM FOR BOTH MANAGERS AND EMPLOYEES TO ACCESS AT ANY TIME. NEXT SLIDE PLEASE.

SO SOME OF THE KEY LEARNINGS THAT I WOULD LIKE YOU TO TAKE AWAY IS WORKPLACE ACCOMMODATION IS KEY FOR PERFORMANCE ENABLEMENT. IT'S SO CRITICAL TO GIVE OUR EMPLOYEES THE TOOLS THEY NEED TO BE ABLE TO DO THEIR JOB.

ALWAYS REMEMBER ACCOMMODATION IS NOT A ONE-TIME THING. IT'S ONGOING SO KEEP THE LINES OF COMMUNICATION BETWEEN THE EMPLOYEE AND THE MANAGER OPEN AND ONE SIZE DOES NOT FIT ALL.

I'M VERY PROUD OF THE STRONG COLLABORATION AND THE PARTNERING BETWEEN THE EMPLOYEE AND MANAGER THROUGHOUT THE ACCOMMODATION PROCESS AS WELL AS THE STRONG COLLABORATION AND PARTNERING BETWEEN THE DIFFERENT DEPARTMENTS WITHIN RBC THAT I FEEL MAKE OUR ACCOMMODATION PROGRAM AT RBC VERY SUCCESSFUL.

THANK YOU VERY MUCH!

**> Joan Turner:**

THANK YOU, DEBBIE, AND WE ARE GOING TO HOLD OFF ON QUESTIONS UNTIL ALL THREE SPEAKERS HAVE PRESENTED.

OUR NEXT SPEAKER IS MAUREEN HAAN. SHE'S PRESIDENT AND CEO OF THE CANADIAN COUNCIL ON REHABILITATION AND WORK, CCRW. AND MAUREEN WILL BE PRESENTING HER PERSPECTIVE ON PROVIDING SUCCESSFUL ACCOMMODATION WORKING WITH BOTH EMPLOYERS AND PEOPLE WITH DISABILITIES THROUGH HER ORGANIZATION. MAUREEN, PLEASE BEGIN.

**> Maureen Haan:**

THANKS VERY MUCH, JOAN.

SO THIS IS JUST AN OVERVIEW OF CCRW. CCRW IS THE ONLY NATIONAL ORGANIZATION WITH THE SOLE MANDATE OF EMPLOYMENT FOR PEOPLE WITH DISABILITIES.

WE DO THIS BY SUPPORTING BOTH THE JOB SEEKERS AND EMPLOYERS IN VARIOUS WAYS. AND I'LL GET INTO THAT A LITTLE BIT. NEXT SLIDE.

AT CCRW, WE HAVE THREE MAIN PURPOSES, AS OUTLINED ON THIS SLIDE. WE SUPPORT JOB SEEKERS WITH DISABILITY TO FIND MEANINGFUL EMPLOYMENT. WE SUPPORT EMPLOYERS WHO WISH TO HIRE EMPLOYEES EVEN THOUGH SOME OF THEM MAY NOT KNOW IT YET, WHO ARE PERSONS WITH DISABILITIES. AND WE SHARE OUR RESOURCES. NEXT SLIDE.

THIS IS JUST AN OVERVIEW OF OUR STATS FROM 2014 TO 2015. AS YOU CAN SEE, LAST YEAR WE SERVED 1,325 CLIENTS WITH DISABILITIES, OF WHICH 76 PERCENT EITHER RETAINED THEIR EMPLOYMENT, FOUND NEW EMPLOYMENT OR RETURNED TO SCHOOL. AND OUR AVERAGE COST WAS $4,162 PER PERSON. NEXT SLIDE.

SO ACCORDING TO THE CANADIAN SURVEY ON DISABILITIES, AND I'D LIKE TO THANK MY COLLEAGUE ADELE FOR POINTING OUT THAT I HAVE THE WRONG STAT ON THIS SLIDE. THAT IT REALLY SHOULD SAY 44.6 PERCENT OF EMPLOYEES HAD SAID THAT THEIR EMPLOYER WAS NOT AWARE OF THEIR ACCOMMODATION NEEDS. AND THIS STAT DOESN'T SURPRISE ME AT ALL. IT INDICATES BOTH BEING UNCOMFORTABLE WITH ASKING FOR THE ACCOMMODATION AND A FEAR OF A NEGATIVE OUTCOME. AND TO THIS END OF THOSE WHO DID ASK FOR AN ACCOMMODATION, ONE THIRD WERE REFUSED. SO I FIND THIS STAT AGAIN VERY INTERESTING, AND I WENT AND ASKED OUR PROGRAM MANAGERS HOW MANY CLIENTS HAD BEEN DENIED FOR AN ACCOMMODATION WHEN WORKING WITH CCRW? AND THEY SAID THAT THEY HAD NEVER ENCOUNTERED SOMEONE BEING DENIED AN ACCOMMODATION OR LOSING THEIR JOB DUE TO A LACK OF ACCOMMODATION. SO I DUG INTO THIS CLAIM BECAUSE IT DOES SEEM LIKE A VERY BIG CLAIM, SO I DUG INTO IT A BIT MORE. NEXT SLIDE PLEASE.

SO HOW DO WE DO THIS? AT CCRW WE SCREEN OUR CLIENTS VERY CAREFULLY. THE NUMBER ONE FACTOR FOR THE SCREENING IS, IF A PERSON WITH A DISABILITY, A JOB SEEKER WITH A DISABILITY, IS MOTIVATED TO FIND WORK, REGARDLESS OF THEIR DISABILITY OR ACCOMMODATION NEEDS, WE WORK WITH PEOPLE WHO ARE MOTIVATED. WE ALSO SCREEN EMPLOYERS TO ENSURE THAT THE EMPLOYERS ARE ON BOARD WITH THE PROGRAM AND ARE NOT JUST LOOKING IN SOME CASES, ESPECIALLY AROUND WAGE SUBSIDY FOR FREE LABOUR.

ONCE THE RIGHT FIT IS MADE, WE LOOK AT AREAS OF ACCOMMODATION. WE TALK A LOT ABOUT DISCLOSURE WITH THE JOB SEEKER AND ALSO WITH THE EMPLOYER. A PERSON MAY DISCLOSE THAT THEY HAVE A DISABILITY BUT NOT DISCLOSE WHAT TYPE OF DISABILITY THEY HAVE. THEY MAY NOT DISCLOSE THE DISABILITY AT ALL, BUT THEY NEED TO BE AWARE OF HOW TO SELF-ADVOCATE FOR THEIR ACCOMMODATION NEEDS. THE PERSON WITH IF DISABILITY MAY ALSO CHOOSE NOT TO DISCLOSE RIGHT AWAY, BUT TO DISCLOSE THEIR DISABILITY AT A LATER DATE. AND I AM GOING TO TALK MORE ABOUT DISCLOSURE IN A MINUTE. BUT WE FIND IT A VERY IMPORTANT ASPECT WHEN TALKING ABOUT ACCOMMODATION.

SO HOW ARE ACCOMMODATIONS REQUESTED? WHAT TYPE OF ACCOMMODATION IS REQUESTED? WHAT ARE THE TIMELINES FOR ACCOMMODATIONS? AND WHAT ARE THE ESSENTIAL ACCOMMODATIONS NEEDED?

APPROPRIATE ACCOMMODATION REQUESTS ARE OFTEN MODIFIED TO FIT BOTH THE EMPLOYER AND THE EMPLOYEE NEEDS WITHOUT NEGATING THE ACCOMMODATION ITSELF. AND I'M GOING TO SPEAK A LITTLE BIT TO THIS IN DETAIL WHEN TALKING ABOUT THE JOB ACCOMMODATION SERVICE THAT DEBBIE HAS ALLUDED TO AS WELL. SO THE NEXT SLIDE PLEASE.

WE HAVE FOUND SOME OBSTACLES WHEN WE'VE COME, YOU KNOW, WITH SOME OF THE ISSUES ARE THAT EMPLOYERS HAVE, YOU KNOW, KIND OF TOLD CCRW. SO EMPLOYERS WITH THE PRECONCEIVED IDEA OF DISABILITY REALLY WORK WITH US. WE NEED TO WORK WITH THEM ON A ONE-TO-ONE BASIS, AS WELL, WE PULL IN EMPLOYER CHAMPIONS. SO HELP THE BUSINESS UNDERSTAND FROM A BUSINESS PERSPECTIVE.

WE FOUND THAT SOME EMPLOYERS ARE AFRAID OF ACCOMMODATION EXPENSES. DEBBIE TOUCHED ON THAT AS WELL. WE DON'T ALWAYS MINIMIZE THE EXPENSE. A COMMONLY CITED AMOUNT IS $500 IF AT ALL, BUT BECAUSE SOME ACCOMMODATIONS ARE EXPENSIVE AND ARE FAR FROM COMPLEX, WE DON'T USUALLY MINIMIZE THE EXPENSE.

BUT WE HAVE FOUND THAT SOME EMPLOYERS BELIEVE THAT WAGE SUBSIDIES ARE FREE LABOUR. WE NEGATE THIS OBSTACLE BY WEEDING OUT THOSE EMPLOYERS. WE USE CONTRACTS. WE USE WAGE SUBSIDY ON A DECREASING SCALE DURING THE SUBSIDY PERIOD. AND WE USE WAGE SUBSIDY ONLY AS A TOOL AND NOT AS A FOCUS OF EMPLOYMENT.

LASTLY WE KNOW THERE IS A VAST MAJORITY OF EMPLOYERS THAT ARE SMALL EMPLOYERS AND HAVE NO HR DEPARTMENT TO DEAL WITH COMPLEX SITUATIONS. SO WE TRY TO MAKE IT AS EASY AS POSSIBLE FOR THE EMPLOYERS WITH APPROPRIATE SUPPORT, RECOGNIZING THAT AT THE END OF THE DAY EMPOWERING THE EMPLOYER TO PROPERLY MANAGE THEIR EMPLOYEES IS REALLY THEIR RESPONSIBILITY. NEXT SLIDE.

SO IT'S VERY IMPORTANT TO KNOW INTO THE MAJORITY OF OUR CLIENTS DO DISCLOSE THEIR DISABILITY. ALTHOUGH DISCLOSURE IS A DECISION MADE ON AN INDIVIDUAL BASIS AND IS DEFINITELY AT THE COMFORT OF THE CLIENT. AND AS YOU CAN SEE, WE WORK WITH THE JOB SEEKER OR THE EMPLOYEE WITH THE DISABILITY TO SELF-ADVOCATE OR SELF-REALIZE ACCOMMODATION NEEDS.

AND THE DUTY TO ACCOMMODATE IS REVIEWED WITH EMPLOYERS AND EMPLOYEES OR JOB SEEKERS, BUT WE DON'T USE IT AS A SCARE TACTIC ESPECIALLY BEFORE HIRING. WE FIND THAT THE TACTIC CAN BE QUITE A DETRIMENT TO HIRING. NOW WE CAN GO TO THE NEXT SLIDE.

SO CCRW'S JOB ACCOMMODATION SERVICE, WE CALL IT THE JAS PROGRAM. IN THIS PROGRAM WE WORK PRIMARILY WITH EXISTING EMPLOYEES WHO EITHER HAVE NOT DISCLOSED THEIR DISABILITY OR WHO HAVE ACQUIRED A DISABILITY AFTER BEING HIRED AND ARE NOW IN NEED OF ACCOMMODATION SERVICES.

MOST COMMONLY THE JAS TEAM USES JAS CONTRACTED ASSESSORS WHO ARE VERY THOROUGH AND COMPREHENSIVE WITH THEIR REPORTS. AND FROM THERE, WE WORK WITH THE EMPLOYER OR THE MANAGER AND/OR THE EMPLOYEE TO IDENTIFY THE BEST RECOMMENDED ACCOMMODATIONS FOR THE SITUATION. AND THAT DOES NOT ALWAYS INCLUDE ALL OF THE RECOMMENDATIONS.

I ALWAYS LIKE TO TELL THE STORY OF THE ASSESSORS RECOMMENDATION OF A DIFFERENT WORK SPACE, ON THAT HAS MORE LIGHT, ONE THAT HAS A PRIVATE SPACE WHERE THE DOOR CAN CLOSE AND NOT REALIZING THAT THE ONLY OFFICE SPACE IN A COMPANY THAT CAN ACCOMMODATE THAT IS THE CEO'S OFFICE AND I WILL TELL YOU THAT IN MOST CASES THE EMPLOYEE DOESN'T WANT TO RELOCATE THEIR OFFICE TO THE CEO'S OFFICE. THEREFORE, THAT RECOMMENDATION WOULD BE DISCOUNTED. SO WE TAKE INTO ACCOUNT BOTH WHAT THE ACCOMMODATION NEED IS BUT ALSO WHAT THE EMPLOYEE NEEDS TO DO THEIR JOB AND THE EMPLOYER AS WELL. NEXT SLIDE.

SO IN ADDITION, JAS OFFERS CONSULTATION TO EMPLOYERS AND WE REVIEW POLICIES AND ENSURE COMPLIANCE WITH PROVINCIAL OR FEDERAL LEGISLATION. AND THIS SLIDE HERE IS JUST A REVIEW OF OUR ASSESSMENT PROCESS. WE CAN GO TO THE NEXT SLIDE PLEASE.

SO YOU'VE PROBABLY SEEN THE FOUR AREAS OF THE BUSINESS CASE FOR HIRING A PERSON WITH A DISABILITY. WE USE THESE TO RELATE TO EMPLOY VISION STATEMENTS AND UNDERSTAND WHY AN EMPLOYER HIRES A PERSON WITH A DISABILITY IN THE FIRST PLACE. FROM THERE, WE CAN UNDERSTAND HOW TO BEST SUPPORT THE EMPLOYER IN ACCOMMODATING THEIR EMPLOYEES. AND I THINK THAT DEBBIE HAD TOUCHED ON THAT AS WELL WITH RBC’S VISION THING OF BEING A DIVERSE AND INCLUSIVE EMPLOYER. SO I'M GOING TO GIVE YOU AN EXAMPLE. NEXT SLIDE PLEASE.

THIS IS COMPLETELY AN EXAMPLE THAT I'VE USED IN THE PAST. IT'S NOT NECESSARILY WALMART, IT IS NOT NECESSARILY ONE OF OUR CLIENTS, BUT IT'S A REALLY GOOD EXAMPLE. AND BEFORE I GET INTO THESE EXAMPLES I WANT TO SAY THAT THE COMMENTS THAT I'M SAYING ARE ABSOLUTELY BASED ON OUR EXPERIENCE AT CCRW.

WE WORK WITH, AS I MENTIONED WE WORK WITH JOB SEEKER WHOSE ARE MOTIVATED TO WORK AND THIS IS IMPORTANT BECAUSE THE SUCCESS AND THE INFORMATION I'M GOING TO REVIEW WITH YOU IS VERY SPECIFIC TO OUR WORK WITH JOB SEEKERS AND EMPLOYEES. ALL OF OUR WORK IS AS A SERVICE AGENCY AND THE INFORMATION THAT I'M GOING TO BRING IS QUITE OFTEN ANECDOTAL, BUT IT'S REAL.

SO, AT CCRW WE REALLY TRY TO ENGAGE EMPLOYERS. WE UNDERSTAND WHAT THEIR MISSION IS. WHAT THEIR VALUES ARE. AND WE WORK FROM THEIR PERSPECTIVE. WHEN ASKED, MANY EMPLOYERS STATE THAT THEY HIRED SOMEONE WITH A DISABILITY BECAUSE OF A VARIETY OF REASONS AND THE REASONS THEMSELVES ARE OFTEN COMPLEX, DEPENDING ON BOTH THE EMPLOYER AND THE POSITION OR THE NATURE OF THE WORK.

SO IN THIS EXAMPLE WE USE THE IDEA OF SAVING MONEY FROM LOWER STAFF TURNOVER. RETENTION MATTERS FOR MANY REASONS, INCLUDING COST SAVING. THE MOST QUOTED STAT IS A COST TURNOVER FOR FRONTLINE STAFF AT $4,000. FOR THIS EXAMPLE I HAVE USED THE NUMBER THAT HAS BEEN CITED TO ME OF $2,200 PER EMPLOYEE. WITHOUT GETTING TOO MUCH INTO THE MATH, ONCE USING THIS NUMBER WE'RE ABLE TO CALCULATE A SAVINGS OF $44,000 PER YEAR IN A SMALL WALMART STORE. WHICH THEN, THOSE SAVINGS CAN BE PASSED ON TO THEIR CUSTOMERS AND THEN THEIR VISION IS UPHELD. SO THE MATH IS VERY STRAIGHT FORWARD IN THIS EXAMPLE.

I'M GOING TO NOW GET INTO SOME REAL CASE EXAMPLES OF EMPLOYERS THAT CCRW HAS WORKED WITH RECENTLY AND WE CAN UNDERSTAND HOW THE PURPOSE OF HIRING THE PERSON WITH THE DISABILITY IS LINKED DIRECTLY TO UNDERSTANDING THE ACCOMMODATION NEEDS. SO THE NEXT SLIDE PLEASE.

SO, ONE OF OUR EMPLOYER PARTNERS IS PRO OIL IN ST. JOHN, NEW BRUNSWICK. WHEN I ASKED JOE FROM PRO OIL, HE'S THE MANAGER, WHY HE HIRED PEOPLE WITH DISABILITIES IN ST. JOHN, HE STATED THAT HE HIRED PEOPLE WITH DISABILITIES BECAUSE IT WAS THE RIGHT THING TO DO. BUT HE WAS QUICKLY VERY ABLE TO TELL ME HOW MUCH MONEY WAS BROUGHT IN BY EACH EMPLOYEE AND HE WAS ABLE TO CALCULATE THE COST OF THE EMPLOYEE VERSUS THE REVENUE THAT HE REALIZED. AND HE KNEW WHERE THE LINE WAS. SO WE TALKED THEN ABOUT ACCOMMODATION. AND IN JOE'S MIND THE BEST PRACTICE FOR ACCOMMODATION WAS WHATEVER IT TAKES TO KEEP THE STAFF. HE KNEW IT WAS A HARD JOB. HE KNEW IT WAS HARD WORK AND THE COST OF TURNOVER FOR HIS STAFF IS VERY HIGH.

SO, A FEW OF THE INNOVATIVE ACCOMMODATIONS THAT JOE PUT INTO PLACE WITH THE HELP OF CCRW INCLUDED AN INTERVIEW PROCESS THAT WAS VERY CREATIVE. WE ALLOWED FOR A MUCH LESS FORMAL INTERVIEW PLATFORM. INDIVIDUALS WITH BARRIERS TO PRESENTATION DID NOT HAVE TO ENGAGE IN A TRADITIONAL MANNER WITH THE INTERVIEWER. IN OTHER WORDS, INTERVIEWS WERE LOCATED IN CCRW'S OFFICE, ONLY A FEW QUESTIONS WERE ASKED, TIME WAS GIVEN TO THE INDIVIDUAL ANSWERS, THERE WAS LESS PRESSURE, AND THERE WAS SUPPORT THERE FROM THE CCRW STAFF FOR THE CLIENT. AT THE END OF THE DAY AS LONG AS THE INDIVIDUAL WANTED TO WORK AND UNDERSTOOD THE JOB DUTIES, THEY WERE HIRED AND GIVEN AN OPPORTUNITY TO WORK.

JOE ALSO, WITH THE HELP OF CCRW, CREATED ACCOMMODATING SHIFTS WHICH ALLOWED EMPLOYEES TO HAVE FLEXIBLE WORK SCHEDULES, SHORTER SHIFTS WITH DAYS OFF IN BETWEEN. ONE OF THE CLIENTS THAT I MET WORKED 3 HOURS 3 TIME AS WEEK. WITH AN EMPLOYEE WITH PHYSICAL LIMITATIONS, HE CREATED A SCHEDULE THAT ALLOWED FOR AN INCREASE OF HOURS OVER A PERIOD OF TIME TO BUILD UP ENDURANCE AND ALSO FOR THE EMPLOYEE TO ACTUALLY REALIZE HIS OWN CAPABILITIES WITHIN THE JOB.

THOSE WITH OTHER BARRIERS, OR DISABILITIES COULD INDICATE THE TIMES AND DAYS THEY WERE ABLE TO WORK AND THE SCHEDULE WOULD BE ACCOMMODATED TO MEET THEIR NEEDS. AND EMPLOYEES WITH A PHYSICAL DISABILITY OR ANXIETY. SPECIFICALLY ANXIETY, AS ONE OF THE CLIENTS THAT I MET, WERE LOCATED JUST OUTSIDE OF THE STORE FOR EVERY SHIFT, SO THAT THEY HAD A REAL EASE OF ACCESS TO THE PRO OIL STAFF MEMBERS WHEN NEEDED.

THE NEXT ONE WAS FLEXIBILITY WITH BREAKS. JUST NOT ADHERING TO A TRADITIONAL MODEL. FOR EXAMPLE, EMPLOYEES CAN TAKE 5 MINUTE BREAKS EVERY HOUR INSTEAD OF ONE 15 MINUTE BREAK EVERY FOUR HOURS.

CALLING IN, A SAFE CALL-IN, WAS IMPLEMENTED THAT ACCOMMODATED EMPLOYEES WITH HEALTH CONCERNS THAT MAY NOT BE ABLE TO WORK EVERY SHIFT. SO THEREFORE, THEY PROVIDED A CALLING IN SYSTEM WHERE EMPLOYEES FEEL SAFE CALLING IN TO THE EMPLOYER. THERE WAS NO FEAR OF LOSING THEIR JOB. THEY KNEW THAT THEY COULD CALL AND AS LONG AS THEY CALLED THAT WAS THE EXPECTATION AS FAR AS JOE WAS CONCERNED.

WITH THE JOB PRIMARILY LOCATED OUTDOORS, THE EMPLOYER WAS OPEN TO EMPLOYEES LEAVING WORK OR CALLING IN DUE TO COLD TEMPERATURES AS WELL, RAIN OR SNOW. AND AGAIN, DONE WITHOUT RAMIFICATION OF LOSING THEIR POSITION. THAT IS A LOT OF ACCOMMODATIONS THAT WERE MADE. BUT THE COST OF THE ACCOMMODATIONS WERE $0. THE COST OF THE ACCOMMODATIONS WAS NOTHING. IT WAS JUST A CHANGE IN POLICY AND IT WAS JUST IMPLEMENTATION. AND HE HAS KEPT THOSE STAFF WORKING IN JOBS THAT ARE HARD WORK FOR QUITE A LONG TIME NOW. NOW WE CAN GO ONTO THE NEXT EXAMPLE.

SO THERE IS A LOCAL FULL SERVICE GAS STATION IN KENTVILLE, NOVA SCOTIA AND IN THIS SITUATION, WE RECOGNIZE THE FULL SERVICE GAS STATION WAS HAVING DIFFICULTY ATTRACTING STAFF. SO WE USED THE BUSINESS CASE OF THE INNOVATION ADVANTAGE. HIRING A PERSON WITH A DIFFERENT WAY OF THINKING OF THEIR JOB.

THE PERSON THAT WAS HIRED HAD A MENTAL HEALTH DISABILITY WHICH THEY NEEDED TO DEAL WITH ON A DAILY BASIS. THIS LED TO THE PERSON TO BE ABLE TO THINK OUTSIDE THE BOX. AND TO ANTICIPATE THE NEEDS OF THOSE AROUND HIM. BUT THE INTERESTING PART TO THIS CASE IS THAT THE STORY DOESN'T STOP THERE. BECAUSE OF HIS MEDICATION THE CLIENT WOULD FALL ASLEEP EASILY. AND WAS IN DANGER OF BEING FIRED FOR BEING NONRESPONSIVE.

SO, A MEETING WITH THE CCRW STAFF FOUND A SOLUTION. AN OLD FASHION AIR TUBE CONNECTED TO A BELL THAT WAS ACTIVATED WHEN THE CAR ROLLS OVER THE TUBE, YOU KNOW, THE LITTLE DING-DONG ONES. THAT ACCOMMODATION WORKED FOR THE CLIENT AND ALSO FOR THE OTHER STAFF. THEY WERE ALLOWING THEMSELVES TO BE READY WHEN A CAR ARRIVED, WHICH THEN LED INTO ANOTHER BUSINESS CASE EXAMPLE OF BETTER PRODUCTIVITY FOR THE REST OF THE STAFF. AND THE COST FOR THAT ACCOMMODATION WAS 80 BUCKS. SO THERE YOU GO. THOSE ARE TWO CASE STUDIES. I HAVE LOTS MORE IF ANYONE IS INTERESTED BUT I ONLY HAVE 15 MINUTES. THE NEXT SLIDE.

WHY CCRW IS GOOD AT WHAT WE DO? IN CLOSING, CCRW IS GOOD AT WHAT WE DO I BELIEVE FOR A NUMBER OF REASONS. WE ARE A SERVICE PROVIDER. IT IS OUR JOB TO ENSURE SUCCESSFUL HIRES ARE MADE AND ACCOMMODATED FOR RETENTION. AND WE WORK WITH EMPLOYERS ON A ONE-ON-ONE BASIS TO UNDERSTAND THEIR NEEDS AND HOW HIRING A PERSON WITH A DISABILITY WILL FIT INTO THEIR VISION.

THEN WE WORK WITH JOB SEEKERS OR EMPLOYEES WITH A DISABILITY ON A ONE-ON-ONE BASIS TO UNDERSTAND THEIR ACCOMMODATION NEEDS AND WE DEAL WITH THE HARD STUFF. WE TALK ABOUT REAL SITUATIONS AND HOW TO BEST NAVIGATE THROUGH THE TOUGH AREAS.

WE KEEP THINGS SIMPLE AND WE FOCUS ON EMPLOYMENT. THERE ARE OTHER AGENCIES THAT FOCUS ON YOU KNOW, HOUSING OR CHILDCARE, AND WHEN WE FOCUS ON WHAT IT IS THAT WE'RE GOOD AT THEN WE RECOGNIZE THAT THE STRATEGIES ARE VERY, VERY EFFECTIVE AND WE FIND APPROPRIATE AND MEANINGFUL ACCOMMODATION THEREFORE FOR OUR CLIENTS.

SO THAT'S THE END OF MINE. I THANK YOU VERY MUCH. AND AGAIN, JOAN, I UNDERSTAND THAT WE'LL LEAVE QUESTIONS FOR THE END. MY CONTACT INFORMATION IS ON THE DECK SO IF THERE WERE ANY OTHER QUESTIONS THAT YOU WANTED TO JUST SEND TO ME PRIVATELY, PLEASE FEEL FREE TO DO SO.

**> Joan Turner:**

THANK YOU, MAUREEN.

OUR LAST SPEAKER TODAY IS MARIE-JOSÉ DURAND. SHE IS AN OCCUPATIONAL THERAPIST, PROFESSOR AND RESEARCHER AT THE UNIVERSITÉ DE SHERBROOKE. HER PRESENTATION IS ON BEST PRACTICES IN MANAGING ABSENCES AND RETURNS TO WORK WITH MUSCULOSKELETAL AND MENTAL HEALTH DISORDERS. A TOPIC ON WHICH SHE HAS CONDUCTED EXTENSIVE RESEARCH. MARIE-JOSÉ, PLEASE BEGIN.

**> Marie-José Durand:**

THANK YOU VERY MUCH. HI EVERYBODY. BONJOUR.

I WILL PRESENT YOU THE APPROACH WE DEVELOP FOR LARGE ORGANIZATIONS. THIS RESEARCH HAS BEEN FUNDED BY THE CRHR. WE DEVELOPED THE BEST PRACTICE AND AFTER THAT WE TRIED TO IMPLEMENT THIS PRACTICE IN A LARGE ORGANIZATION OF ABOUT 5,000 WORKERS.

I JUST WANT TO MENTION, TO BEGIN ,THAT WE DEVELOPED THAT FOR MUSCULOSKELETAL DISORDERS AND ALSO MENTAL COMMON DISORDERS BUT NOT FOR PEOPLE RETURNING TO WORK AS A ONE WEEK OF ABSENT WORK, MORE THAN THAT.

AS YOU KNOW ABOUT 10 PERCENT OF BACK PAIN THAT WANT TO COME BACK TO WORK IN 12 WEEKS. THEN MORE THAN THAT, THEY ARE GOING TO BE A COMPLEX CASE. AND IT'S FOR THOSE PEOPLE THAT WE DEVELOPED THIS APPROACH. ALSO, WHEN WE TALK ABOUT COMMON DISORDER IT'S ABOUT 25 PERCENT OF THE PEOPLE THAT ARE NOT GOING BACK TO WORK AFTER 6 MONTHS AND AFTER THAT IT WILL BE VERY MORE COMPLEX THEN. FOR THOSE PEOPLE WE NEED TO HAVE AN APPROACH VERY CLEAR AND WITH VERY CLEAR STEPS LOOKING TO THE HIGH RISK OF THE OCCUPATIONAL PART. NEXT SLIDE PLEASE.

I WANT TO SAY AT THE BEGINNING THAT IF YOU LOOK IN THE ORGANIZATION RIGHT NOW WE HAVE A VERY LARGE VARIETY OF PRACTICE. IT COULD BE VERY STANDARD OR THERE'S NO PRACTICE INSIDE. BUT THE MAJOR PROBLEM WE FIND IS LITTLE OR NO PREPARATION FOR RETURN TO WORK. AND SOMETIMES A WORKER HAS BEEN ABSENT FOR 6 MONTHS AND HE COME BACK ON THE MONDAY MORNING AND NOBODY AT THE WORKPLACE KNOWS THAT HE'S COMING BACK. THE NO PREPARATION IS A VERY IMPORTANT OBSTACLE FOR THE RETURN AND THE MAINTAINING OF WORK. AND A AS YOU CAN SEE ON THE SLIDE THERE IS A LOT OF PROBLEMS, LIKE AMBIGUITY AROUND ROLES AND RESPONSIBILITIES, HIGH EXPECTANCY FROM THE SUPERVISOR OR NO FOLLOW-UP FROM THE SUPERVISOR OR THE LACK CONCERTED ACTION. ALL THOSE THINGS ARE A MAJOR IMPACT ON THE RETURN AND THE RECURRENT CONDITIONS OF THE ABSENCE. NEXT SLIDE PLEASE.

IF YOU WANT TO PUT AN APPROACH FOR THE COMPLEX CASES IN THE ORGANIZATION IT'S VERY IMPORTANT TO FIRST PUT THIS APPROACH IN A LARGE POLICY. AND THIS POLICY HAS TO BE KNOWN BY EVERYONE IN THE ORGANIZATION. AND THIS POLICY HAS TO BE COHERENT ALSO WITH THE RESOURCES AVAILABLE FOR THE WORKER. YOU CAN SEE THAT EACH WORKER WILL BE FOLLOWED WHEN HE RETURNS TO WORK BUT THERE ARE HUMAN RESOURCES THAT NEED TO DO THAT THEN. THE COHERENCE OF APPROACH IS VERY, VERY IMPORTANT. AND BEFORE BEGINNING THAT KIND OF APPROACH I THINK THAT THE COMMUNICATION PLAN HAS TO BE DONE BEFORE BEGINNING BECAUSE SOMETIMES WORKERS AND UNIONS WON'T BUY THIS APPROACH. NEXT SLIDE PLEASE.

THEN I WANT TO SHOW YOU THE APPROACH WE DEVELOPED. WE DEVELOPED THAT WITH ALL THE PAPERS AVAILABLE ON THE TOPIC. AND ALL THE APPROACH IS WORKING WITH THAT KIND OF PEOPLE WITH MUSCULOSKELETAL DISORDER ORE MENTAL DISORDER. BUT AFTER THAT, WE CAN SEE THAT WE CAN USE THAT FOR OTHER TYPES OF HEALTH PROBLEMS LIKE CANCER. NEXT SLIDE PLEASE.

WHAT WE PROPOSE IS A SIX STEP APPROACH. THIS APPROACH IS WITH SIX STEPS BUT EACH STEP INVOLVES DIFFERENT PLAYERS. AND WE CAN SEE THAT THE UNION CAN BE INVOLVED ALSO, THE CO-WORKER, THE WORKER HIMSELF. AND WE PROPOSE THAT APPROACH WITH ALL THE ROLES OF EACH STAKEHOLDER. NEXT STEP PLEASE.

OKAY. THE FIRST STEP IS THE TIME OF AND RECOVERY PERIOD. I THINK IT'S VERY IMPORTANT FOR MENTAL DISORDERS LIKE BURNOUT OR DEPRESSION TO RESPECT THE RECOVERY PERIOD. THE FIRST RECOVERY PERIOD. BECAUSE FOR THOSE PEOPLE, IF THEY HAVE A PHONE CALL FROM THE WORKPLACE MAYBE THAT IS LOOKING LIKE HARASSMENT. THEN, THE FIRST THING IS NOT CONTACT THE PEOPLE AT THE BEGINNING, BUT TO RESPECT THEIR RECOVERY PERIOD.

A KEY POINT HERE, ALL THE PEOPLE WE RAN SAID THAT WE NEED A RETURN TO WORK CO-ORDINATOR. AND THIS IS A MAJOR POINT. THIS CO-ORDINATOR COULD BE INSIDE OR OUTSIDE THE ORGANIZATION. THIS COORDINATION WILL MAKE ALL THE RETURN TO WORK IN THE ORGANIZATION. IT'S ALWAYS ONE OR TWO PEOPLE WHO DO ALL THE RETURN TO WORK. AND FOR THE WORKER, FOR THE UNION, THEY REPRESENT THIS PERSON AS NEUTRALLY AS POSSIBLE AND THEY KNOW IN AS AN ACTOR IN THE PROCESS. AND WHAT WE SEE IN THE LITERATURE IS WHEN YOU HAVE A RETURN TO WORK CO-ORDINATOR, IT'S VERY EASIER TO DISCUSS WITH ALL THE STAKEHOLDERS IN THE WORKPLACES TO DO THAT.

THEN, FOR THE FIRST STEP, WE SEE THAT THE FIRST THING TO DO IS THE CO-ORDINATOR HAS TO SEND A LETTER TO THE WORKER AND TO EXPLAIN WHAT IS THE PROCESS, WHAT IS THE GENERAL PROCESS OF RETURN TO WORK. TO GIVE THE INFORMATION AT THE BEGINNING OF THE ABSENCE TO THE WORKER. AND THE WORKER WILL KNOW WHAT WILL HAPPEN IN THE FUTURE IF HE'S STILL ABSENT. AND WE KNOW THAT THIS IS A KEY POINT ALSO BECAUSE THEY ARE SO STRESSED DURING THAT ABSENCE, THAT THE WORKER HAS TO KNOW AT THE BEGINNING. NEXT STEP PLEASE.

THE INITIAL CONTACT WITH THE WORKER. I THINK ALSO AFTER YOU SEND THE LETTER, IF THE WORKER IS STILL ABSENT FROM WORK THE RETURN TO WORK CO-ORDINATOR HAS TO MAKE A PHONE CALL JUST TO BE SURE THAT THE WORKER UNDERSTANDS THE PROCESS AND TO EXPLAIN THE ROLE OF EACH OF THE PLAYERS. AND TO SAY THAT NEXT STEP WE WILL HAVE A MEETING TO DISCUSS YOUR WORK AND EVERYTHING LIKE THAT. ALSO THE CO-ORDINATOR HAS TO CHECK WITH THE WORKER WHO WILL BE THE CONTACT INSIDE THE WORKPLACE. WE KNOW THAT IF THE WORKER FEELS EXCLUDED FROM THE WORKPLACE, THIS IS A HIGH RISK OF NON RETURN TO WORK. THEN THE CO-ORDINATOR WILL DISCUSS WITH THE WORKER, WOULD YOU LIKE TO BE CALLED BY YOUR SUPERVISOR? OR A CO WORKER? OR WHO DO YOU WANT TO CALL YOU AND WHEN? AND IT'S A KIND OF PROCESS THAT INVOLVES THE WORKER TO BE PART OF THE DECISION OF CONTACTING THE WORKPLACE. AND AFTER THAT, WE CAN IDENTIFY THE PERSON, A SUPERVISOR OR A CO-WORKER THAT WILL CONTACT HIM EACH WEEK OR A MONTH AFTER THAT. NEXT STEP PLEASE.

OKAY. STEP 3, DURING THE ABSENCE IT'S VERY IMPORTANT THAT THE CO-ORDINATOR MAKES AN INTERVIEW OR AMEETING OR A PHONE CALL, IT DOESN'T MATTER, WITH THE WORKER TO SEE WHAT ARE THE REPRESENTATIONS OF THE LETTERS AND THE BARRIERS OF RETURNING TO WORK. IS IT SOMETHING AT THE WORKPLACE? IS IT SOMETHING AT HOME? IS IT SOMETHING ABOUT THE HEALTH PROBLEM? HE HAS TO MAKE AN ASSESSMENT OF THE OBSTACLES. ALSO, THE CO-ORDINATOR HAS TO MAKE THE SAME DISCUSSION WITH THE SUPERVISOR AND MAYBE IT COULD BE AN OCCUPATIONAL THERAPIST OR AN ERGONOMIST IF THEY ARE INVOLVED. IT'S IMPORTANT FOR THAT KIND OF DISABILITY, FOR MUSCULOSKELETAL OR COMMON MENTAL DISORDER, TO SEE IF THERE IS ANY OCCUPATIONAL RISK FACTORS STILL THERE AT THE WORKPLACE. SOMETIMES THEY HAVE SOME, SOMETIMES FEW. SOMETIMES, NO RISK FACTOR, BUT WE NEED TO LOOK AT THAT OCCUPATIONAL FACTOR TO BE SURE THAT WHEN THE WORKER WILL COME BACK, HE WON'T BE AT HIGH RISK. NEXT SLIDE.

STEP 4 IS DEVELOPING A RETURN TO WORK PLAN WITH ACCOMMODATION. WE ALREADY DISCUSSED ABOUT THE ACCOMMODATION. I JUST WANT TO UNDERLINE THAT HERE, IT'S IMPORTANT TO INVOLVE THE WORKER IN THE PROCESS OF THE ACCOMMODATION. A LOT OF TIME, THE WORKER DOESN'T SAY A WORD IN THE ACCOMMODATION. I THINK IT'S A NEGOTIATION BETWEEN THE SUPERVISOR, THE CLINICIAN AND ALSO THE WORKER. ANOTHER KEY POINT IS THE CONCERTED ACTION. IN THE PAPERS, WE SEE THAT IT'S IMPORTANT THAT ALL THE PEOPLE INVOLVED IN THE RETURN TO WORK TO SHARE THE COMMON GOAL. MAYBE THE INTEREST OF THE INSURANCE OR THE SUPERVISOR COULD BE DIFFERENT. BUT WE HAVE TO SHARE THE COMMON GOAL TO RETURN TO WORK. AND THIS IS THE MESSAGE TO THE WORKER HAS TO BE COHERENT. NEXT SLIDE PLEASE.

THEN WE PROPOSE THAT IT IS THE CO-ORDINATOR WHO WILL MAKE ALL THE COMMUNICATION BETWEEN THE PEOPLE AND THE PLAYERS. AND IT'S IMPORTANT TO HAVE ONE PEOPLE TO DO ALL THOSE THINGS. BECAUSE SOMETIMES THE MESSAGE IS NOT THE SAME. NEXT SLIDE PLEASE.

OKAY. WHEN WE DEVELOP A RETURN TO WORK PLAN WE HAVE TO TAKE INTO ACCOUNT THE WORKER’S CAPACITY, THE SENSIBILITY. I THINK SOMETIMES THE ACCOMMODATIONS ARE NOT FEASIBLE. AND THEN, THE FEASIBILITY ABOUT THE CHOICE OF THE TASK AND THE ORGANIZATION AND THE FEASBILITY FOR THE SUPERVISOR AND ALSO THE CO-WORKERS. THIS PLAN HAS TO BE IN COMPLIANCE WITH THE COLLECTIVE AGREEMENT AND ALSO THE CO-WORKER HAS TO BE INVOLVED IN THAT BECAUSE SOMETIMES WHEN A PERSON RETURN TO WORK, THE PRESSURE WILL BE ON THE OTHER CO-WORKER. ALSO AT THE BOTTOM OF THE SLIDE WE SEE THAT THE SUPERVISOR MUST NOT ACCOUNT ON THE IMMEDIATE PRODUCTIVITY. THIS IS A MAJOR OBSTACLE WHEN PEOPLE RETURN TO WORK AND WE HAVE TO BE VERY CLEAR ON WHAT THE TASK AND THE FULFILLMENT WE ARE WAITING FOR FROM THE WORKER. NEXT SLIDE PLEASE.

I JUST WANT TO UNDERLINE THAT FOR THE MENTAL HEALTH DISORDERS, IT'S VERY, VERY IMPORTANT TO FOLLOW THE ACCOMMODATION BECAUSE THE ACCOMMODATION COULD CHANGE IN TIME. AND ALSO, THE CO-ORDINATOR HAS THE ROLE OF LOOKING TO THE PLAN OF ACCOMMODATION TO LOOK IF THEY ARE IMPLEMENTED AND ALSO HE HAS TO SUPPORT THE SUPERVISOR. WHAT WE SEE IN OUR RESEARCH IS THAT THE SUPERVISOR ALWAYS FEELS ALONE IN THIS PROCESS. AND SOMETIMES HE CANNOT HAVE A NICE DISCUSSION WITH THE WORKER AND HE NEEDS SOME HELP. SO THEN, THE RETURN TO WORK CO-ORDINATOR HAS TO SUPPORT THE SUPERVISOR. AND THE SUPERVISOR ALSO CAN SUPPORT THE CO-WORKER TOO. NEXT SLIDE PLEASE.

I JUST WANT TO MENTION HERE THAT THE LAST POINT, THE CO-ORDINATOR ALSO HAS TO COLLABORATE WITH THE UNION REPRESENTATIVE, THE PHYSICIAN AND THE CLINICIAN. IT'S LIKE A CASE MANAGER INSIDE THE WORKPLACE. WE ALSO MADE SOME STUDIES ON WHAT THE PROFILE OF THE CO-ORDINATOR. AND WHAT WE FIND IS NOT THE KNOWLEDGE OF THE CO-ORDINATOR THAT IS MORE IMPORTANT, BUT THE ATTITUDE AND THE CAPACITY OF THE NEGOTIATION OF THE CO-ORDINATOR. THEN IT'S KIND OF A MANAGER OF THE RETURN TO WORK. NEXT SLIDE PLEASE.

OKAY. I'LL UNDERLINE HERE THE FOLLOW-UP. IN THE STUDY WE SAW THAT THE FOLLOW-UP IS SOMETIMES ONE OR TWO WEEKS AFTER THE RETURN TO WORK. BUT IF YOU CONSIDER THAT A PERSON WILL BE OUT OF WORK FOR ONE YEAR, THIS IS NOT ENOUGH. THEN, WE PROPOSE THAT WE HAVE A FOLLOW-UP AT ONE WEEK, TWO WEEKS, THREE WEEKS AND AFTER THAT, WE STILL HAVE A FOLLOW-UP BUT MAYBE A MONTH AND THREE MONTHS. AND WE SEE THIS FOLLOW-UP IS VERY IMPORTANT TO AVOID THE RECURRENCY OF THE DISABILITY. AND IT'S NOT TAKING A LOT OF TIME, BUT YOU HAVE TO BE PRESENT. AND THIS IS ALSO THE ROLE OF THE CO-ORDINATOR TO LEAD THAT AND TO BE SURE THAT THE SUPERVISOR ALSO DOES THIS FOLLOW-UP WITH THE WORKER. NEXT SLIDE PLEASE.

HERE YOU HAVE THE SUMMARY AND YOU HAVE THE PROCESS IN SIX STEPS. AND THEN YOU HAVE THE PLAYERS AND AT EACH STEP, YOU SEE WHAT THE PLAYER CAN DO AT EACH STEP. AND WE USE THAT FIGURE IN THE WORKPLACE TO SEE, OKAY, DO YOU AGREE THAT THE UNION CAN BE INVOLVED IN THIS STEP? THAT THE SUPERVISOR CAN BE INVOLVED THERE? AND THIS IS HOW TO START AN APPROACH IN AN ORGANIZATION.

I WENT VERY FAST IN THIS APPROACH. THIS IS NOT VERY COMPLEX. BUT WE HAVE TO FOLLOW EACH STEP TO ASSESS OCCUPATIONAL FACTORS OR OBSTACLES TO RETURN TO WORK. I JUST WANT TO MENTION THAT GLOBALLY, THE COMMON APPROACH IS THE SAME FOR MUSCULOSKELETAL DISORDER AND MENTAL HEALTH CONDITION, BUT IN FACT THERE ARE SOME DETAILS THAT WE HAVE TO BE AWARE FOR A MENTAL DISORDER. GLOBALLY, THE STEPS IS EXACTLY THE SAME.

ALSO MY WORK UNDERLINES THAT RETURN TO WORK PROCESS IS A SHARED EFFOT. AND I THINK THAT WE HAVE TO MENTION THAT FOR THE SUPERVISOR, FOR THE WORKER AND FOR THE CO-WORKER. WHEN WE RETURN TO WORK, THE WORKERS ARE NOT AVAILABLE TO DO ALL THE WORK. IT'S A SHARED EFFORT BETWEEN ALL OF THE PEOPLE OVER THERE. AND WE TRY TO IMPLEMENT THIS APPROACH IN A LARGER ORGANIZATION AND I THINK THAT THE BEST WAY TO DO IT, IS WITH A PARTICIPATORY APPROACH AND YOU HAVE TO MAKE SOME DISCUSSIONS WITH THE UNION REPRESENTATIVES, THE SUPERVISOR, THE DIRECTION AND TO BUILD THIS APPROACH. NEXT SLIDE PLEASE.

JUST TO FINISH, I WANT TO MENTION THAT IF YOU WANT TO FIND THIS APPROACH WITH MORE DETAILS, YOU CAN FIND MY ARTICLE ON THIS WORK. IT'S PUBLISHED. AND ALSO YOU CAN FIND SOME INFORMATION ON MY WEBSITE. THANK YOU.

**> Joan Turner:**

THANK YOU, MARIE-JOSÉ. SO WE'LL NOW OPEN IT UP TO QUESTIONS OR COMMENTS FROM OUR PARTICIPANTS TODAY. CAN I ASK YOU TO PROVIDE THE PROCEDURES?

**> Operator:**

CERTAINLY. THANK YOU. WE WILL NOW TAKE QUESTIONS FROM THE TELEPHONE LINES. IF YOU HAVE A QUESTION AND ARE USING A SPEAKER PHONE, PLEASE LIFT YOUR HAND SET BEFORE MAKING YOUR SELECTION. IF YOU HAVE A QUESTION, PLEASE PRESS STAR 1 ON YOUR TELEPHONE KEY PAD. IF AT ANY TIME YOU WISH TO CANCEL YOUR QUESTION, PLEASE PRESS THE POUND SIGN. PLEASE PRESS STAR 1 AT THIS TIME IF YOU HAVE A QUESTION. THERE WILL BE A BRIEF PAUSE FOR ALL PARTICIPANTS TO REGISTER FOR QUESTIONS.

THANK YOU FOR YOUR PATIENCE. OUR FIRST QUESTION IS FROM SARAH FRYTERS FROM FIRST SRUDENTS. PLEASE GO AHEAD.

**> Speaker:**

I HAVEN'T BEEN ABLE TO SEE ANY OF THE PRESENTATION. I'M JUST WONDERING IF IT WILL BE SENT TO US OR WHAT IS HAPPENING THERE?

**> Joan Turner:**

DID YOU GO INTO THE WEBEX CONNECTION?

**>> Speaker:**

OH YEAH, YEAH.

**> Joan Turner:**

AND YOU WEREN'T ABLE TO SEE ANYTHING?

**> Speaker:**

NO, NOTHING. I'VE SEEN ALL THE PARTICIPANTS NAMES BUT NOT ONE SLIDE.

**> Joan Turner:**

PAULETTE.

**> Paulette:**

YES, WE UNDERSTAND THAT SOME PEOPLE WERE HAVING DIFFICULTIES SIGNING IN SO WE'LL HAVE AN ARCHIVED LINK TO THE PRESENTATIONS WITHIN 24 HOURS. BY TOMORROW, YOU WILL BE ABLE TO SEE THE WHOLE PRESENTATION. AND WE ALSO HAVE RECORDINGS THAT WE ARE GOING TO POST ALSO.

**> Speaker:**

OKAY. THANK YOU.

**> Operator:**

THANK YOU. A FOLLOWING QUESTION IS FROM BRENDA EDEL FROM SVOPD. PLEASE GO AHEAD.

**> Speaker:**

I WAS JUST WONDERING, I DIDN'T SEE CONTACT INFORMATION FOR DEBBIE AND I WONDERED IF SHE HAD THAT AVAILABLE IF SHE WOULD ALLOW US TO E-MAIL HER WITH QUESTIONS.

**> Debbie Pawelczyk:**

CERTAINLY. PAULETTE, YOU GOT MY CONTACT INFORMATION. PERHAPS WHEN YOU SEND OUT THE LINK TO ALL, PLEASE INCLUDE THAT AS WELL. I'D BE HAPPY TO ANSWER ANY QUESTIONS.

**> Paulette:**

CERTAINLY, WILL DO. I'VE TAKEN A NOTE OF THAT.

**> Debbie Pawelczyk:**

THANK YOU.

**> Operator:**

THANK YOU. THE NEXT QUESTION IS FROM MARIE-JOSÉE TURGEAON, FORM RADIO-CANADA.

**> Speaker:**

MY QUESTION IS FOR MARIE-JOSÉ. MY QUESTION IS ABOUT STEP 2, WHEN WE TALK ABOUT THE FIRST CONTACT WITH THE WORKER. OUR PRACTICE IS TO COMMUNICATE WITH THE WORKER AS SOON AS POSSIBLE, BUT WHAT I NOTICED IS THAT IT SEEMS THAT THIS IS CHANGING. WE SAY TO LET THE WORKER, TO NOT COMMUNICATE WITH THE WORKER IMMEDIATLEY AND GIVE THEM A CERTAIN PERIOD OF TIME. I WAS WONDERING HOW DOES THIS POSITIONS US NOW, IN TERMS OF EARLY INTERVENTIONS?

**> Marie-José Durand:**

IT IS A QUESTION I GET OFTEN. IN TERMS OF MENTAL HEALTH, WHEN PEOPLE RECEIVE CONTACT IN THE FIRST TWO OR THREE WEEKS, THEY INTERPRET IT OFTEN AS HARASSMENT AND IT CAN AFFECT EVERYTHING THAT HAPPENS NEXT. WHEN WE TALK ABOUT A MENTAL HEALTH PROBLEM, SUCH AS A MAJOR DEPRESSION, IT IS SOMETIMES PREFERABLE TO WAIT A MONTH OR SO, OR FIVE WEEKS BEFORE CONTACTING THEM. WHEN THE PERSON HAS A MUSCULOSKELETAL DISORDER, THIS IS NOT AN ISSUE. HOWEVER, IF A PERSON HAS A MAJOR DEPRESSION AND ALREADY HAD PROBLEMS AT WORK BEFORE, IT IS PREFERABLE TO WAIT BECAUSE USUALLY, PEOPLE TAKE MEDICATION AND IT IS PREFERABLE TO WAIT FOR STABILIZATION. HOWEBER, AS I SAID, YOU STILL HAVE TO SEND A LETTER TO THE INDIVIDUAL, PRESENTING THE NEXT STEPS. THAT MAKES AN IMPORTANT FIRST CONTACT.

**> Speaker:**

SO, INSTEAD OF CALLING THE EMPLOYEE YOU SEND A LETTER.

**> Marie-José Durand:**

YES, YOU HAVE TO SEND A LETTERFOR EVERYONE, BUT FOR MENTAL DISORDER IT'S VERY IMPORTANT TO DO IT IN THE FIRST TWO OR THREE WEEKS BUT NOT TO CONTACT THEM IN THE FIRST THREE WEEKS.

**> Speaker:**

OKAY. AND IF THE ABSENCE IS WORK-RELATED. LET'S SAY IT'S MORE RELATED TO AN ADMIN PROBLEM, WOULD YOU USE THE SAME PROCESS?

**> Marie-José Durand:**

YES, BECAUSE WE KNOW THAT WITH MENTAL HEALTH PROBLEMS, THEY NEED SOME MEDICATION AND THIS MEDICATION WILL HELP TO STABILIZE THE SYMPTOMS AND IT'S VERY IMPORTANT TO JUST LET THEM RECOVER. BUT IT'S IMPORTANT TO CALL THEM BEFORE ONE MONTH BUT NOT IN THE TWO FIRST WEEKS.

**> Speaker:**

OKAY. PERFECT.

**> Speaker:**

A FOLLOWING QUESTION IS FROM TRACY ODELL FROM THE PROVINCE OF ONTARIO. PLEASE GO AHEAD.

**> Speaker:**

THANK YOU, I WONDERED IF IN ANY OF THE BEST PRACTICES THAT YOU'VE SEEN OR THAT YOU'VE BEEN DEVELOPING, DID ANY OF THE COMPANIES UTILIZE A CENTRALIZED ACCOMMODATION FUND TO SUPPORT EMPLOYEES?

**>** **Debbie Pawelczyk:**

THIS IS DEBBIE, I'LL RESPOND. I INDICATED IN MY PRESENTATION THAT WE HAVE A CENTRALIZED FUND AT THE TOP OF THE HOUSE I GUESS IN HUMAN RESOURCES THAT LOOKS AFTER ALL OF THE ACCOMMODATION ASSESSMENT COSTS. AND THERE IS A CENTRALIZED BUDGET FOR ANY ADAPTIVE TECHNOLOGY THAT LANDS WITHIN OUR ADAPTIVE TECHNOLOGY TEAM.

SOME OF THE OTHER EXPENSES THAT THE BUSINESS MAY NEED, I THINK THAT BECAUSE ACCOMMODATION IS SOMETHING THAT RBC IS OBLIGATED TO DO, SO WE DON'T HAVE A CHOICE IN THE MATTER, WE NEED TO MAKE SURE THAT THAT'S PAID. BUT WE WANT TO MAKE SURE THAT THE BUSINESS ISN'T IMPACTED AS WELL. SO ANY OF THE ACCOMMODATION EXPENSES THAT THE BUSINESS WILL NEED TO INCUR, FROM A FINANCIAL STANDPOINT, IT'S AN UNCONTROLLABLE EXPENSE SO IT DOESN'T PENALIZE THE BUSINESS IN THEIR ANNUAL EXPENSE REPORTING. I HOPE THAT HELPS.

**> Maureen Haan:**

I ALSO RECOGNIZE THAT FOR SMALL AND MEDIUM SIZE EMPLOYERS, THERE IS NOT A CENTRALIZED FUND. FOR LARGER EMPLOYERS THAT WE WORK WITH, VERY PRO-ACTIVE EMPLOYERS LIKE RBC WILL HAVE THEIR OWN INTERNAL CENTRALIZED FUND.

**> Operator:**

THANK YOU. ONCE AGAIN PLEASE PRESS STAR 1 AT THIS TIME FOR ANY QUESTIONS OR COMMENTS. A FOLLOWING QUESTION IS FROM STEVEN TIMMS FROM SODEXO.PLEASE GO AHEAD.

**> Speaker:**

HI, YES AND MY QUESTION IS PROBABLY DIRECTED MOST DIRECTLY AT MAUREEN AND I WAS JUST WONDERING, BASED ON YOUR EXPERIENCE, ARE THERE ANY BEST PRACTICES THAT YOU'VE SEEN ACROSS ORGANIZATIONS THAT ARE TRYING TO SORT OF INCREASE OR INCREASE THE OPPORTUNITIES FOR PEOPLE WITH DISABILITIES AND TRYING TO GROW THAT PORTION OF THE WORK FORCE?

**> Maureen Haan:**

I THINK THAT THE BEST PRACTICES FOR EMPLOYERS ARE ALL OVER THE MAP RIGHT NOW. I THINK THAT THE ONES WHO ACTUALLY GET THE BUSINESS CASE OF HIRING A PERSON WITH A DISABILITY ARE VERY MUCH FORWARD THINKERS WITHIN THE COUNTRY. I KNOW EARLIER IT WAS TALKED ABOUT A LABOUR SHORTAGE AND PENDING LABOUR SHORTAGE SO GETTING IN FRONT OF THE BANDWAGON IS VERY IMPORTANT.

I ALSO REALIZE THAT FOR MOST EMPLOYERS THAT WE WORK WITH, WHO HAVE NOT HIRED A PERSON WITH A DISABILITY BEFORE, QUITE OFTEN IT'S NOT BECAUSE THEY DON'T WANT TO HIRE A PERSON WITH A DISABILITY. IT'S THAT THEY HAVE NOT EVEN THOUGHT ABOUT IT. AND SO TO TALK ABOUT BEST PRACTICES I KNOW ABSOLUTELY THAT SODEXO IS RIGHT UP THERE IN COMPANIES THAT WE WORK WITH AND THAT ARE LEADING THE WAY FOR BEST PRACTICES.

I THINK THAT THERE IS AN ABSOLUTE NEED OUT THERE TO BRING THOSE BEST PRACTICES THAT ARE ON SUCH A HIGH LEVEL IN SUCH LARGE COMPANIES AND BRING IT RIGHT DOWN TO KIND OF THE MOM AND POP SHOP OR THE SMALL TO MEDIUM SIZE ENTERPRISES THAT ARE OUT THERE SO THEY CAN BEST UTILIZE THOSE BEST PRACTICES AS WELL. I DON'T KNOW IF I REALLY ANSWERED YOUR QUESTION.

**> Speaker:**

NO, AND IT'S EVEN A CHALLENGE FOR US IN THAT I THINK WE'RE A BIT OF A LARGER ORGANIZATION AND WE HAVE SORT OF POCKETS OF EXCELLENCE I WOULD SAY, WHETHER THESE ARE SO SOME SPECIFIC ACCOUNTS THAT ARE DOING FANTASTIC WORK IN THAT AREA. BUT SOMETIMES TRANSLATING THAT INTO OTHERS ACCOUNTS OR ENVIRONMENTS OR SEGMENTS CAN BE A CHALLENGE. THANK YOU VERY MUCH FOR YOUR COMMENTS AND THE CASE STUDIES ARE ALWAYS INSIGHTFUL AND USEFUL SO I APPRECIATE THAT.

**> Maureen Haan:**

GREAT, THANK YOU.

**> Operator:**

THANK YOU. ONCE AGAIN PLEASE PRESS STAR 1 AT THIS TIME IF YOU HAVE A QUESTION. A FOLLOWING QUESTION IS FROM PAM LAHEY FROM MCMASTER UNIVERSITY. PLEASE GO AHEAD.

**> Speaker:**

YES, HELLO, THANK YOU. I WAS ALSO UNABLE TO ACCESS THE WEBINAR BUT I LISTENED TO THE TELECONFERENCE. SO MY QUESTION IS FOR ANY ONE OF THE SPEAKERS. SPECIFICALLY, MAUREEN MENTIONED ACCOMMODATIONS SUCH AS IF YOU WORKED IN A GAS STATION, MAKE SURE THAT THE BELL WAS AUDIBLE SO THAT THE PERSON COULD RESPOND.

MY QUESTION IS: ARE THERE CASE EXAMPLES OF ACCOMMODATIONS FOR PEOPLE IN PROFESSIONAL POSITIONS? SO, FIRE SKILL POSITIONS, WHAT WOULD THOSE ACCOMMODATIONS LOOK LIKE FOR PEOPLE WITH MENTAL ILLNESS?

**> Maureen Haan**

HI PAM, IT'S A GREAT QUESTION. BECAUSE IN OUR PROGRAMS AT CCRW, WE DO HAVE A RANGE OF CLIENTS, SO WE HAVE CLIENTS WHO ARE YOUTH WHO HAVE NEVER WORKED BEFORE SO IT'S A BRAND NEW EXPERIENCE FOR THEM ALL THE WAY UP TO A PROGRAM THAT IS SPECIFICALLY FOR PROFESSIONALS WITH DISABILITIES. AND I HAVE TO SAY THAT IN THE MAJORITY OF THOSE CASES THEY DON'T DISCLOSE THEIR DISABILITY. SO THE ACCOMMODATION IS A SELF-ACCOMMODATION AND THE ACCOMMODATION IS ONE THAT CAN ABSOLUTELY ADD STRESS TO A PROFESSIONAL PERSON, BUT THAT IS WHAT WE FIND AT CCRW.

SORRY I CAN'T BE OF MORE HELP ABOUT SPECIFIC ACCOMMODATIONS IN THAT AREA. BUT REALLY WHEN WE'RE DEALING WITH PROFESSIONALS,THE TYPE OF ACCOMMODATION, I GUESS, IS THAT THEY GET THEIR ACCOMMODATION OUTSIDE OF WORK. AND WE WOULD SUPPORT PROFESSIONALS IN A WORK CAPACITY TO HELP THEM TO FIGURE OUTWHAT THEIR ACCOMMODATION NEEDS ARE.

**> Speaker:**

OKAY. SO THANK YOU.YOU'VE ACTUALLY PUT YOUR FINGER ON SOMETHING THAT I THINK IS THE ISSUE BUT I CAN'T FIND EVIDENCE AROUND THAT. AND THAT IS THAT PEOPLE IN HIGHER-LEVEL POSITIONS, IF THEY MANAGE TO GET INTO HIGHER LEVEL POSITIONS, THERE IS MORE STIGMA AROUND MENTAL ILLNESS, I DON'T KNOW IF THERE'S EVIDENCE AROUND THAT, BUT THAT'S WHAT I SUSPECT. AND I THINK THAT YOUR FINDING JUST ANECTODALLY MIGHT SUGGEST THAT.

**> Maureen Haan:**

PAM, YOU ARE MORE THAN WELCOME TO DO A LITTLE CASE STUDY IN OUR PROGRAM.

**> Debbie Pawelczyk:**

HI PAM, IT'S DEBBIE. ONE OF THE THINGS WE HAVE DONE AT RBC IS WE'VE HAD A LOT OF TALK AT THE SENIOR OR EXECUTIVE LEVELS WITHIN THE ORGANIZATION AND WE'VE HAD A COUPLE OF OUR SENIOR LEADERS STEP FORWARD AND BE PART OF COMMUNICATIONS OUT TO EMPLOYEES DURING DIFFERENT EVENTS THROUGHOUT THE YEAR SUCH AS THE UNITED NATIONS DAY OF DISABILITY IN DECEMBER AND THEN, THE MENTAL HEALTH AWARENESS LITTLE BIT EARLIER IN THE FALL. AND WHERE THEY HAVE ACTUALLY SPOKEN OUT AND DISCLOSED IN PUBLIC TO THE EMPLOYEE POPULATION THAT THEY THEMSELVES HAVE SUFFERED FROM A MENTAL DISABILITY, WHETHER IT BE ANXIETY OR DEPRESSION OR WHATEVER IT HAPPENS TO BE. AND SINCE THEY'VE ACTUALLY COME FORWARD WE'VE NOTICED THAT MORE PEOPLE ARE REALIZING IT CAN BE A COMFORTABLE ENVIRONMENT AND THEY CAN COME OUT AND DISCLOSE, BUT THAT'S ONLY IN CERTAIN SITUATIONS WE'VE HAD THAT. BUT THAT'S UP TO THOSE SENIOR PEOPLE TO COME FORWARD AND THEY NEED TO BE COMFORTABLE IN THEIR SURROUNDINGS IN ORDER FOR THEM TO DO THAT.

**> Operator:**

THANK YOU. SO WE HAVE NO FURTHER QUESTIONS AT THIS TIME. I WOULD NOW LIKE TO TURN THE MEETING BACK OVER TO MS. TURNER.

**> Joan Turner:**

THANK YOU. ON BEHALF OF EMPLOYMENT AND SOCIAL DEVELOPMENT CANADA AND CANADIAN BUSINESS SENSEABILITY. I WOULD LIKE TO THANK OUR 3 PRESENTERS TODAY, DEBBIE, MAUREEN AND MARIE-JOSÉ, FOR SHARING THEIR KNOWLEDGE AND INSIGHTS WITH US TODAY. AND FOR THOSE PARTICIPATING I HOPE YOU FOUND TO SESSION INFORMATIVE AND USEFUL.

OUR NEXT WEBINAR IS NEXT WEEK. THURSDAY, FEBRUARY 25TH AT 1:30 EASTERN. OUR TOPICS WILL BE “ACCOMMODATING EMPLOYEES IN THE WORKPLACE IS EXPENSIVE: MYTH OR REALITY?”. OUR TWO SPEAKERS WILL BE GARY BIRCH, THE EXECUTIVE DIRECTOR OF THE NEIL SQUIRE SOCIETY, AND EMILE TOMPA, WHO IS A SENIOR SCIENTIST AT THE INSTITUTE FOR WORK AND HEALTH AND THE CO-DIRECTOR OF THE CENTRE FOR RESEARCH ON WORK DISABILITY POLICY.

I HOPE YOU WILL JOIN US. AND THANK YOU ALL FOR JOINING US TODAY.

**> Operator:**

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| THANK YOU. PLEASE NOTE THAT AN ARCHIVE OF THIS WEBEX SESSION WILL BE AVAILABLE TO ALL PARTICIPANTS 24 HOURS AFTER THE SESSION HAS ENDED.FOR THE CONFERENCE HAS NOQ ENDED PLEASE DISCONNECT YOUR LINES AT THIS TIME AND WE THANK YOU FOR YOUR PARTICIPATION. |