



Township of East Garafraxa

Department / Division: Township of East Garafraxa

Date of Issue: Dec. 13, 2016

Subject: Accessible Employment

Background

The Township of East Garafraxa is obligated to develop an Accessible Employment policy under Ontario Regulation 191/11 the *Integrated Accessibility Standard* which is part of the *Accessibility for Ontarians with Disabilities Act (AODA)*. This regulation establishes accessibility standards for information and communications, employment, transportation and the built environment for public spaces.

Purpose

The purpose of this business practice is to express the Township of East Garafraxa's commitment to providing a framework within which Township of East Garafraxa will ensure improved accessibility with regard to the employment standard in the Integrated Regulation.

Business Practice

The Township of East Garafraxa is committed to ensuring that people with disabilities have the same opportunity of access to employment opportunities and related services as do all prospective and current employees.

The Township of East Garafraxa is committed to meeting the accessibility needs of people with disabilities, in a timely manner, in its human resources practices, processes, policies and procedures and employment related services.

The Township of East Garafraxa will ensure that in its recruitment practices the public is made aware that it will provide accommodation for applicants with disabilities in its **recruitment, assessment and selection process**.

Employees of Township of East Garafraxa will be made aware that it provides accommodation for applicants with disabilities in its **recruitment, assessment and selection process**.

When the Township of East Garafraxa selects job applicants for a job selection process it will make applicants aware that, upon request, they have access to accommodation in relation to materials and processes that will be used for applicant selection and that take into account their accessibility needs due to disability.

When the Township of East Garafraxa makes an offer of employment, it will notify the successful applicant of its policy of accommodating employees with disabilities.

The Township of East Garafraxa will inform new and existing employees of its policy of providing **supports for employees** with disabilities and procedures that provide for job accommodations.

Where an employee with a disability so requests, the Township of East Garafraxa will consult with the employee to provide or arrange for **accessible formats and communication supports** in relation to information that is generally available to employees in the workplace and that the employee needs to perform his or her job.

This policy is available in an alternative format upon request.



Township of East Garafraxa

Department / Division: Township of East Garafraxa

Date of Issue: Dec. 13, 2016

Subject: Accessible Employment

The Township of East Garafraxa will ensure that individualized **workplace emergency response information** is provided to employees who have a disability provided the disability is such that individualized information is necessary and the municipality has been made aware of the need for accommodation due to the disability.

If an employee who receives and individualized **workplace emergency response plan** requires assistance, the Township of East Garafraxa will, with the employees consent, provide such information to the person designated to provide the necessary assistance.

The Township of East Garafraxa will review individualized workplace emergency response information:

- a) When an employee moves to a different location
- b) When the employees overall accommodations needs or plans are reviewed
- c) When the company reviews its general emergency response procedures.

The Township of East Garafraxa will have a written process in place for the development of documented **individual accommodations plans** for employees with disabilities.

The Township of East Garafraxa's written process will address:

- a) How the employee requesting the accommodation can participate in the development of the individual accommodation plan.
- b) The means by which the employee is assessed on an individual basis.
- c) How the company can request an evaluation by an outside medical or other expert, at the municipality's expense, to assist in determining if accommodation can be achieved and, if so, how it can be achieved.
- d) How the employee can request to have a representative of their bargaining unit, or another workplace representative if the employee is not a member of a bargaining unit, participate in the development of the accommodation plan.
- e) The steps taken to protect the privacy of the employee's personal information.
- f) The frequency with which the **individual accommodation plan** will be reviewed and updated and how this will be done.
- g) How the reasons for denying an **individual accommodation plan** will be provided to an employee if accommodation is denied.
- h) How the municipality will ensure that the **individual accommodation plan** is provided in a format that takes into account the employee's accessibility needs due to a disability.

The Township of East Garafraxa will provide **individual accommodation plans** that:

- a) Include, if requested, any information regarding accessible formats and accommodations supports provided.
- b) Include, if required, individualized workplace emergency response information.
- c) Identify and other accommodation to be provided.

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Township of East Garafraxa

Department / Division: Township of East Garafraxa

Date of Issue: Dec. 13, 2016

Subject: Accessible Employment

The **return-to-work process** required under the AODA does not replace or override any other **return-to-work process** created as a result of any other statutory obligations under the *Workplace Safety and Insurance Act* and requires the Township of East Garafraxa to develop, put in place and document a **return-to-work process** for its employees who have been absent from work due to a disability and require disability related accommodations in order to return to work. The process will include:

- a) An outline of the steps the Township of East Garafraxa will take to facilitate the return to work of employees who were absent because disability required them to be away from work.
- b) The use of documented individual accommodation plans as part of the process.
- c) Accessibility awareness training for all staff involved in program or design or delivery related to these responsibilities.

In administering its **performance management process** the Township of East Garafraxa will take into account the accessibility needs of employees with disabilities as well as any individual accommodation plans.

Where the municipality provides **career development and advancement** to its employees, the Township of East Garafraxa will take into account the accessibility needs of employees with disabilities as well as any individual accommodation plans.

Where the Township of East Garafraxa has a **redeployment** process in place, it will take into account the accessibility needs of employees with disabilities as well as any **individual accommodation plans** during the **redeployment** process.

The Township of East Garafraxa will provide **training for staff** on this business practice, the employment standards under the Integrated Regulation and the Human Rights Code as it pertains to the duty to accommodate to all employees with disabilities.

Training will be provided to:

- a) All employees
- b) All volunteers
- c) All those involved in the development and approvals of municipal policies, practices and procedures, and
- d) All other persons who provide goods, services or facilities on the municipality's behalf.

The Township of East Garafraxa will maintain records of training delivered to staff and make these records available for inspection as may be required.



Township of East Garafraxa

Department / Division: Township of East Garafraxa

Date of Issue: Dec. 13, 2016

Subject: Accessible Recruitment, Assessment and Selection

Background

The Township of East Garafraxa is obligated to develop a Recruitment, Assessment and Selection policy under Ontario Regulation 191/11 the *Integrated Accessibility Standard* which is part of the *Accessibility for Ontarians with Disabilities Act (AODA)*. This regulation establishes accessibility standards for information and communications, employment, transportation and the built environment for public spaces.

Purpose

The purpose of this business practice is to ensure consistent and equitable standards for recruitment, assessment and selection of prospective employees, including persons with disabilities for the Township of East Garafraxa.

Business Practice

Management and staff who have responsibility for recruiting, hiring and employee selection and/or those who supervise the work of employees of the Township of East Garafraxa will ensure the provisions of this policy are implemented.

Senior management will identify and remove any employment practices or selection criteria that may result in employment barriers for any individual or groups. Such barriers would include and requirement that is not a bona fide occupational requirement.

Management and Human Resources staff will:

Develop employment practices, procedures, guidelines and tools which promote a fair and equitable process and support the hiring manager or designate in making the best hiring decision possible.

Ensure that all recruitment activities and staffing decisions comply with statutory requirements, collective agreements (if applicable) and corporate policies and procedures.

Perform candidate screening based on pre-determined objective criteria.

Review the job description to ensure it is still accurate in terms of duties and requisite qualifications.

Post the position as per the established procedures.

Ensure accessibility and accommodations are provided (as needed) for candidates.

Safeguard the privacy and confidentiality of candidate information.

Maintain documentation associated with all phases of the selection process.

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Township of East Garafraxa

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Date of Issue: Dec. 13, 2016

Subject: Accessible Recruitment, Assessment and Selection

Complete reference checking once consent is received, verify all licenses and professional designations and confirm if there is a requirement for a reference or credit check.

Extend the offer of employment along with information about the Township of East Garafraxa's duty to accommodate.

The hiring manager must consider the skills and personal attributes needed to perform the role effectively. A job description states the essential and desirable criteria for selection. This is based on a set of competencies identified as necessary for the performance of the job. The job description should be used to form the criteria you use to short-list applicants. In general specifications should include, at a minimum, details of:

- Skills, aptitude, knowledge and experience
- Qualifications (which should only be those necessary to do the job)
- Personal qualities relevant to the job, such as the ability to work as part of a team.

A job advertisement should contain the following information:

- The outline requirements of the job
- Education, skills, knowledge and experience necessary to do the job
- The essential and the desirable criteria for job applicants
- Salary range
- Job tenure
- Closing date
- The availability of accommodation for applicants with disabilities in the recruitment process.

Job postings/advertisements must be inclusive, with careful consideration of the way people with disabilities are portrayed.

All advertisements must contain as much information as possible to ensure the correct recruitment group is targeted and reduce unsuitable applications, while remaining as inclusive and cost-effective as possible.

Vacancies will be posted in a manner that does not market to any one particular group or segment of the population.

The County of Dufferin Employment Resource Centre will be provided with all notifications of municipal employment opportunities.

All external vacancies will be posted on the Township of East Garafraxa website.

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Township of East Garafraxa

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Date of Issue: Dec. 13, 2016

Subject: Accessible Recruitment, Assessment and Selection

Vacancies that are restricted to internal candidates only will be clearly indicated as such on the advertisement. All internal candidates will be selected for interviews on the same criteria as external candidates.

Employees on maternity/paternity leave, leaves of absence and/or secondments will receive all advertisements for posts advertised the period of their leaves.

Applicants will be encouraged to ask for accommodation for any disability as defined under the AODA and whether there are any reasonable adjustments needed for them to attend as interview. All applicants with a disability who meet the essential criteria for a job will be considered on their merits.

A shortlist of candidates will be drawn up for an interview, based entirely on merit and suitability for the post but taking into account the Township of East Garafraxa's responsibilities in relation to the AODA and the Ontario Human Rights Code.

Applicants that are chosen to participate in the selection process will be notified that accommodations are available upon request in relation to the materials and/or processes to be used.

If an applicant requests an accommodation during the selection process, Township of East Garafraxa will consult with the applicant and provide or arrange for the provision of a suitable accommodation in a manner that takes into account the applicant's accessibility needs due to disability.

A set of questions will be agreed upon by the interview panel in advance and will be developed from the current job description for the post. The panel will seek to develop questions which ask the candidates to give examples of the previous relevant experience.

All candidates will be asked the same questions in the same order, and each interviewer will rate the candidate's responses independently.

Upon request, candidates will be given the opportunity to view the office where they may be working so that they can fully understand the post and provide any input on accommodation requirements should they be successful.

If the applicant requests an accommodation during the interview the Township of East Garafraxa will consult with the applicant to ensure a solution can be achieved. If necessary the interview will be rescheduled to allow for the accommodation to be arranged.

When making the final selection for any posted position, all appointments will be made strictly on merit and the requirements of the job.

When the Township of East Garafraxa makes an offer of employment, it will notify the successful applicant of its policies for accommodating employees with disabilities.

This policy is available in an alternative format upon request.



Township of East Garafraxa

Department / Division: Township of East Garafraxa

Date of Issue: Dec. 13, 2016

Subject: Accessible Return to Work

Background

The Township of East Garafraxa is obligated to develop a Return to Work policy under Ontario Regulation 191/11 the *Integrated Accessibility Standard* which is part of the *Accessibility for Ontarians with Disabilities Act (AODA)*. This regulation establishes accessibility standards for information and communications, employment, transportation and the built environment for public spaces.

Purpose

The purpose of this business practice is to ensure that a policy exists to accommodate all sick and/or injured employees so that they can return to work as early and as safely as possible.

Business Practice

Management and staff who have responsibility for human resources and/or management or supervising the work of employees of the Township of East Garafraxa will ensure the provisions of this policy are implemented.

All work related injuries and illnesses must be reported to the immediate manager/supervisor. All employees with non-work related injuries and illness must report their need for accommodation to their immediate manager/supervisor.

If needed, immediate first aid or medical attention will be provided at the worksite.

The manager should inform the Joint Health and Safety Committee of the employees illness/injury in accordance with any health and safety policies.

In the event of a work-related injury or illness, the immediate supervisor/manager shall ensure that a form 7 is filed with the WSIB.

Where a critical injury, as defined by the Ministry of Labour, has occurred the Township of East Garafraxa will contact the Ministry of Labour immediately and follow all relevant health and safety policies in regard to scene preservation, investigation and prevention of further harm.

The employee's manager will interview the employee to determine the details of any work-related incident if necessary.

Where further information is required the Joint Health and Safety Committee or representative will liaise with the employee's medical practitioner. The medical practitioner may be requested to provide a medical certificate and/or a Functional Abilities Form.

In consultation with the employee, manager, medical practitioner, rehabilitation service or other designated person(s) a rehabilitation and return-to-work plan with agreed time frames will be developed, and will include:

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Township of East Garafraxa

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Subject: Accessible Return to Work

- The goals of the plan
- List of duties and restrictions
- Individual accommodation required (adjustments to duties, work stations, work hours, etc.)
- Communication support and assistive technologies required
- Hours to be worked
- Details of training requirements
- Anticipated time frame of plan
- Details of pay during the period
- Formal review every three months (or sooner if required)

The manager, Joint Health and Safety Committee or Human Resources representative will maintain good communications between all parties involved, including providing feedback on the rehabilitation and return-to-work plan while maintaining confidential and up-to-date records of the progress of the plan.

Where it is identified that an employee is not progressing and achieving goals as agreed in the rehabilitation and return-to-work plan, the manager, medical practitioner and human resources representative will identify areas of concern, seek appropriate additional advice as indicated and amend the plan accordingly.

Workplace rehabilitation and return-to-work plan will conclude when the employee resumes all the prescribed duties for the role to which they were appointed. Employees will be in breach of their obligations where they:

- Are considered to gain minimal or no benefit from continued workplace rehabilitation and return-to-work processes.
- Fail to engage in rehabilitation and return-to-work processes.
- Fail to comply with recommendations of the rehabilitation and return-to-work plan or any other recommendations made by the rehabilitation and return-to-work team.
- Withdraw from the rehabilitation and return-to-work plan.

In the event that the employee is unable to return to work in his or her former position, a number of alternative arrangements will be discussed with the ill/injured employee. These may include, but are not limited to, retraining, redeployment, accessing short or long-term disability benefits or retirement.

Where there is a disagreement over the proposed plan offered, discussions will take place with the employee, manager, medical practitioner and other designated person (union rep) to seek a resolution.

Disagreements regarding a medical treatment can be referred to an independent medical practitioner or occupational health consultant in appropriate circumstances.

Training will be provided on this policy for managers, supervisors and other designated persons.

This policy is available in an alternative format upon request.



Township of East Garafraxa

Department / Division: Township of East Garafraxa

Date of Issue: Dec. 13, 2016

Subject: Performance Management

Background

The Township of East Garafraxa is obligated to develop a Performance Management policy under Ontario Regulation 191/11 the *Integrated Accessibility Standard* which is part of the *Accessibility for Ontarians with Disabilities Act (AODA)*. This regulation establishes accessibility standards for information and communications, employment, transportation and the built environment for public spaces.

Purpose

The purpose of this business practice is to establish clearly-defined requirements for the objective evaluation of performance of all employees. The focus will be on the employee's ability to perform the inherent requirements of the job.

Business Practice

The employee's current manager/supervisor will evaluate each employee who has completed twelve (12) or more months of service at the employee's anniversary of employment.

Human Resources will provide appraisal forms, instructions for completing the evaluation, recommendations on the conduct of interviews and a checklist for completion of the evaluation to each manager and/or supervisor as required.

- The employee appraisal system must:
- Provide for two-way feedback on work performance and job satisfaction.
- Clearly state the expectations of each position, based on the job description.
- Identify key performance measures for each position.
- Use self-evaluation as the central tool for assessing past performance.
- Have a positive focus geared to improving future performance.
- Be based on a process of ongoing constructive feedback and guidance.
- Involve a formal interview between each employee and the manager/supervisor at least annually.
- Identify individual employee training needs and career development goals.
- Include an agreed upon action plan as a result of the annual interview process, to be written and signed by both parties and implemented over the next year.

The following procedures should be applied during the conduct of performance evaluations:

- Ensure that an up-to-date job description is available, both parties should read the job description to ensure it is accurate.
- Ensure that an up-to-date individualized accommodation plan is reviewed (if applicable) to ensure it is accurate and individual accommodations are taken into account.

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Township of East Garafraxa

Department / Division: Township of East Garafraxa

Date of Issue: Dec. 13, 2016

Subject: Performance Management

- The current review should be compared to any previous reviews to measure performance change.
- Reviews should not be made under time constraints as last minute evaluations may result in unfair assessments.
- If no job description exists for a particular job, managers/supervisors should consult with human resources and the employee to create one.
- A thorough and unrushed appraisal interview should occur between the manager/supervisor and the employee. The objective of this interview is for both parties to communicate and discuss the employee's job, work, performance, future goals, objectives and the employee's immediate and future career.

Some employees may experience difficulties performing their work to the minimum standards required. In these situations, the manager/supervisor may choose to provide work performance counselling. This is in addition to the employee appraisal system.

The purpose of work performance counselling is to give extra support, guidance and reasonable accommodation to employees who struggle to meet the minimum standards and to assess the employee's progress towards those standards.



Township of East Garafraxa

Department / Division: Township of East Garafraxa

Date of Issue: Dec. 13, 2016

Subject: Career Development and Advancement

Background

The Township of East Garafraxa is obligated to develop a Career Development and Advancement policy under Ontario Regulation 191/11 the *Integrated Accessibility Standard* which is part of the *Accessibility for Ontarians with Disabilities Act (AODA)*. This regulation establishes accessibility standards for information and communications, employment, transportation and the built environment for public spaces.

Purpose

The purpose of this business practice is to establish clearly defined requirements for the career development and advancement plan of all employees.

Business Practice

The employee's current manager/supervisor will ensure that career development and advancement is included into the overall performance appraisal process.

To ensure that career development and advancement are discussed with every employee the manager/supervisor will:

- Discuss goals, needs, interests, career aspirations, difficulties and problems and to relate these to the appropriate department or designated person.
- Encourage self-review of achievements in the past period.
- Clarify responsibilities, work assignments, and revise job descriptions (as required).
- Agree on plans for the forthcoming period including plans for education, training, conference attendance, study tours or other learning opportunities.
- Assess the impact of any learning plans on the department.

Career development and advancement discussions should be forward-looking and developmental, although past achievements should not be ignored.



Township of East Garafraxa

Department / Division: Township of East Garafraxa

Date of Issue: Dec. 13, 2016

Subject: Redeployment

Background

The Township of East Garafraxa is obligated to develop a Redeployment policy under Ontario Regulation 191/11 the *Integrated Accessibility Standard* which is part of the *Accessibility for Ontarians with Disabilities Act (AODA)*. This regulation establishes accessibility standards for information and communications, employment, transportation and the built environment for public spaces.

Purpose

The purpose of this business practice is to establish clearly defined requirements for the redeployment of affected employees.

Business Practice

There are a number of reasons why a redeployment of staff may be necessary. Quite often staff are redeployed due to redundancy, medical restrictions, personality conflicts or as a result of a harassment or bullying complaint. Any redeployment will be coordinated by the Human Resources Department with input from those department heads affected as well as the employee.

The redeployment process will start with a formal meeting, where the employee will be informed that they are being redeployed. The employee will be given an overview of their rights and responsibilities as well as any details about the suitable alternative position they're being assigned to. Any accommodation or individualized emergency plans will also be discussed at this meeting.

In cases where an immediate opening is not available the employee will maintain his or her position until such time as a suitable opening at a similar or lower grade is available.

When a vacancy exists those employees who are being redeployed will be given the opportunity to fill the vacancy before the position is posted internally or externally.

Redeployed employees will be given an eight (8) week trial period during which time Human Resources, the manager/supervisor and the employee will assess the redeployed employee's suitability for the position.



Township of East Garafraxa

Department / Division: Township of East Garafraxa

Date of Issue: Dec. 13, 2016

Subject: Formats and Communications Supports

Background

The Township of East Garafraxa is obligated to develop a policy to deal with how they will provide accessible formats and communications supports to employees through all stages of employment.

Purpose

The purpose of this business practice is to establish clearly defined requirements for the provision of accessible formats and communications supports to employees.

Business Practice

The employee's current manager/supervisor will ensure that the employee can access, in an accessible format, information that is needed in order to perform the employee's job and information that is generally available to employees in the workplace.

To ensure that accessible formats and communications supports are discussed with every employee the manager/supervisor will:

- Discuss the availability of print, digital, electronic, email, website, notice boards, bulletin boards and relate these to the appropriate department or designated person.
- Encourage all employees to seek supports should they require them.
- Determine what assistance the employee would like and the plan to provide it. Respect in individuals desire to be independent.
- Clarify responsibilities, work assignments, and revise job descriptions (as required).
- Ensure all employees familiarize themselves with the communications needs of employees with disabilities and understand the needs of those using adaptive technology.

Regardless of the alternative formats you are producing the process is simplified if it is considered and acted upon early.

This policy is available in an alternative format upon request.



Township of East Garafraxa

Department / Division: Township of East Garafraxa

Date of Issue: Dec. 13, 2016

Subject: Accommodations and Workplace Emergency Plans

Background

The Township of East Garafraxa is obligated to develop and have in place a written process for the development of documented individual accommodation plans for employees with disabilities.

Purpose

The purpose of this business practice is to establish clearly defined requirements for the provision of Individual Accommodation Plans for employees who require them.

Business Practice

Accommodation should be provided in a manner that most respects the dignity of the person.

To ensure that accommodation plans are developed for every employee who requires one the manager/supervisor will:

- Notify job applicants and the public about the Township of East Garafraxa's commitment to accommodate those with a disability, and shall advise those selected for an interview that accommodation is available upon request.
- Successful applicants and current employees will be notified of policies regarding accommodating employees with disabilities as soon as practicable.
- Employees who wish to raise a potential accommodation issue shall do so by submitting a written request to their immediate supervisor.
- The employee must participate in the assessment, determination and development of the accommodation and provide relevant medical information.
- The manager shall notify the employee in writing of the decision regarding the accommodation and provide a detailed explanation for such a decision.
- All personal medical information obtained through this process shall be kept confidential.
- Individualized workplace emergency response information will be provided to any employee who requires such information and, with the employees consent, to any other person designated to assist the employee with a disability in the event of an emergency.
- Individualized workplace emergency response plans shall be reviewed:
 - When the employee moves to a new location in the corporation
 - When the employee's accommodation needs are reviewed
 - Upon review of corporate emergency response policies
- Employees who are absent from work due to a disability shall participate in the development of their return-to-work plans which will include an individualized accommodation plan.

This policy is available in an alternative format upon request.