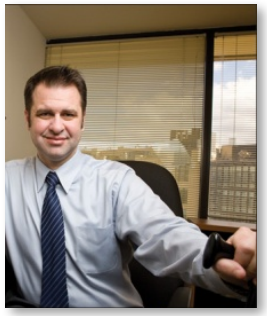

JAN
Job Accommodation Network
Practical Solutions • Workplace Success

Creating Inclusion by Building Your Accommodation Infrastructure

Lou Orslene, JAN Co-Director

Orslene@jan.wvu.edu

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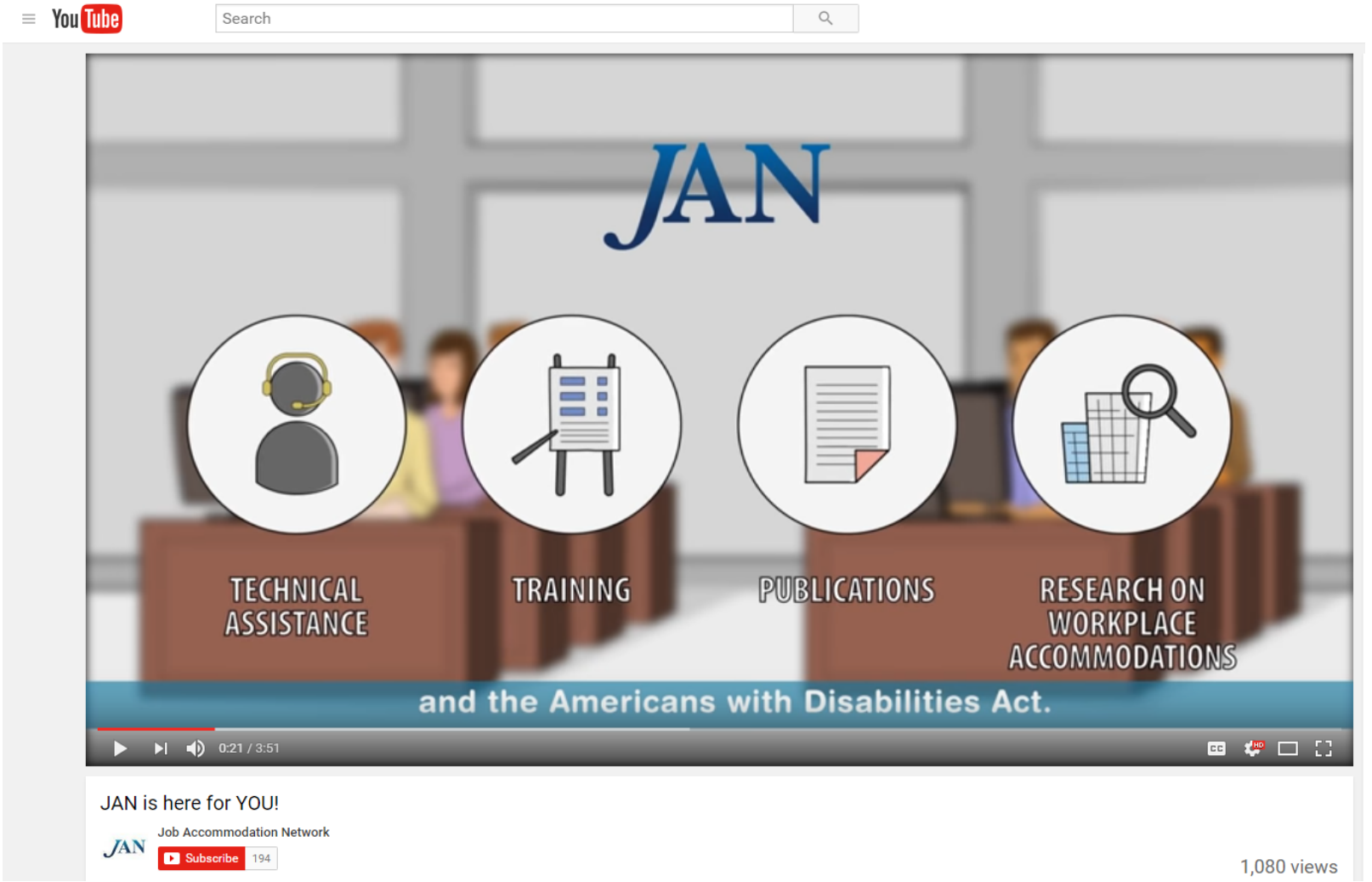
Office of Disability Employment Policy

JAN is a service of the U.S. Department of Labor's Office of Disability Employment Policy.

Who is JAN?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Job Accommodation Network
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Creating Workplace Inclusion

The three C's: Increase comfort, confidence, and competence

- Develop skills that help to more effectively communicate at work with people with disabilities
- Develop and effectively communicate actionable policy and procedures
- Develop normative practices for engaging with people with disabilities throughout the employee life cycle

Why is this important?

Readiness for Inclusion

Five Signs the Doors are Open

1. Accessible buildings, technology, etc.
2. Inclusive ethos - particularly language
3. Inclusive public relations and marketing
4. Leverage national and local resources to communicate inclusion
5. Inclusive policies and practices

Inclusive Policy and Practices

Elements of an actionable process:

1. Step-by-step process
2. Clearly delineated
3. Timelines for processes
4. Touchpoints for communication
5. Process for resolving disputes

RA & IP

The basis for inclusive employment is the reasonable accommodation (RA) policy and process

The foundation for reasonable accommodation is a robust interactive process (IP)

The trigger for RA and IP is a request for an accommodation or recognition of an obvious barrier to someone with a known disability

A request for accommodation includes two essential elements – a medical condition and a related challenge at work

What is the Interactive Process (IP)?

- A collaborative effort to identify effective accommodation solutions – it's that simple.

- Embraces the experience of the applicant or employee
- Creates a standard of practice
- Facilitates communication and inclusion
- Demonstrates good faith
- Leads to ADA/Section 503 compliance

Recognizing an RA Request

What *is* a reasonable accommodation request?

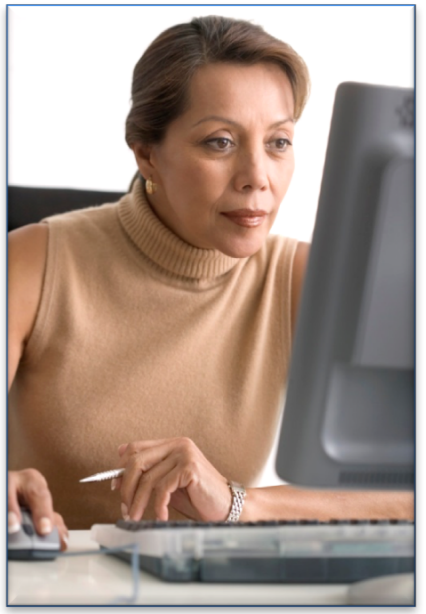
- An applicant or employee asks for something that is needed at work *because of* a medical condition – there is a nexus between disability/medical condition and a work task

To request accommodation, an individual:

- May use “plain English”
- Need not mention the ADA
- Need not use the phrase “reasonable accommodation”

Eight Most Common Types of RA

- Modifying schedule or allowing leave time
- Making workplace or work station accessible
- Modifying methods – testing, communication, or training
- Modifying or creating policies
- Purchasing or modifying equipment or products
- Purchasing a service – reader or interpreter
- Restructuring job
- Reassignment
- Other accommodations
  - Telework
  - Adjusting supervisory method
  - Using a service animal



JAN's Interactive Process

Step 1: Recognizing an Accommodation Request

Step 2: Gathering information

Step 3: Exploring Accommodation Options

Step 4: Choosing an Accommodation

Step 5: Implementing the Accommodation

Step 6: Monitoring the Accommodation

http://AskJAN.org/media/eaps/interactiveprocessEAP.doc

Accommodation = Equal Employment = Inclusion

Why the toolkit?

Many companies have noted that they could benefit for emulating best/emerging RA Practices including:

- Easier to navigate RA processes for employees and managers
- Better mechanisms for tracking and reporting
- Enhanced data-gathering practices (to gauge how satisfied employees and their managers are with RAs, financial savings, return to work, etc.)
- More transparent and effective intersections between Section 503 self-ID encouragement and identifying as a person with a disability for purposes of obtaining an RA

Best and Emerging Practices

- Adopting facilities/IT access for all: universal design reduces the need for individualized accommodations
- Focusing on experience, skills, prior performance, not diagnosis or interviewing skills - *diverse abilities* contribute to higher productivity & innovation
- Gathering/reporting meaningful metrics (e.g. reduction in lost work time, retention & leave costs, enhanced engagement scores)
- Utilizing/leveraging commonly requested accommodations by job function to develop an internal catalogue of accommodations for specific jobs
- Create a centralized accommodation fund with expedited procurement fulfillment

Best and Emerging Practices

- Develop a list of preapproved accommodations not requiring a full assessment and interactive process (Just do it!)
- Developing a “task bank” of jobs that a person can perform when unable to perform prior duties
- Integrated or harmonized model - Single point of leave and accommodation oversight
- Internal value proposition shared with everyone, including managers
- Training and more training – consider building training prompts into processes

Best and Emerging Practices

- Build out from a successful return to work program
- Purchase or develop a tracking system
- Ensure the accessibility of your career portal, pre-hire assessment, etc.
- Embed at least one accessibility expert in your IT team – Join the International Association for Accessibility Professionals and add accessibility requirements to job posting and descriptions
- Provide boilerplate accessibility contract language with providers and vendors

JAN Workplace Accommodation Toolkit

An online “living” toolkit that captures and continuously updates best and emerging practices in providing accommodations in the workplace.

AskJAN.org/toolkit/

JAN Workplace Accommodation Toolkit

Toolkit Designed for:

Accommodation Consultant/Subject Matter Expert

Hiring Managers and Supervisors

Employees and Co-workers - Allies

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The Basics:

Recruiting, hiring, and managing people with disabilities throughout the employee life cycle need not be difficult or complicated. It starts with understanding and recognizing the applicant's or employee's disclosure of a disability and the associated request for an accommodation.

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Understanding Accommodation and Inclusion

In the early stages, it can feel daunting to fully get your arms around and then, as needed, adjust your current hiring, stay-at-work, and return-to-work practices to be fully disability-inclusive and compliant. The reward merits the effort, as research shows that the return on investment includes increasing your talent pool, higher retention rates, enhanced engagement and productivity, and a stronger brand as an employer of choice for all talent.

To learn more about the value proposition for hiring, retaining, and advancing people with disabilities, go to:

- JAN's The Value Proposition for Engaging People with Disabilities
  - This 11-minute training module and accompanying transcript provides a brief overview of the value proposition for hiring, retaining, and marketing to people with disabilities.
- JAN's Disability Awareness to Increase Your Comfort, Confidence, and Competence
  - This 27-minute training module and accompanying transcript provides technical assistance on how to increase your comfort, confidence, and competence through disability awareness.
- Read what JAN's employer customers report about the cost and benefits of workplace accommodation in our annual publication Low Cost, High Impact.

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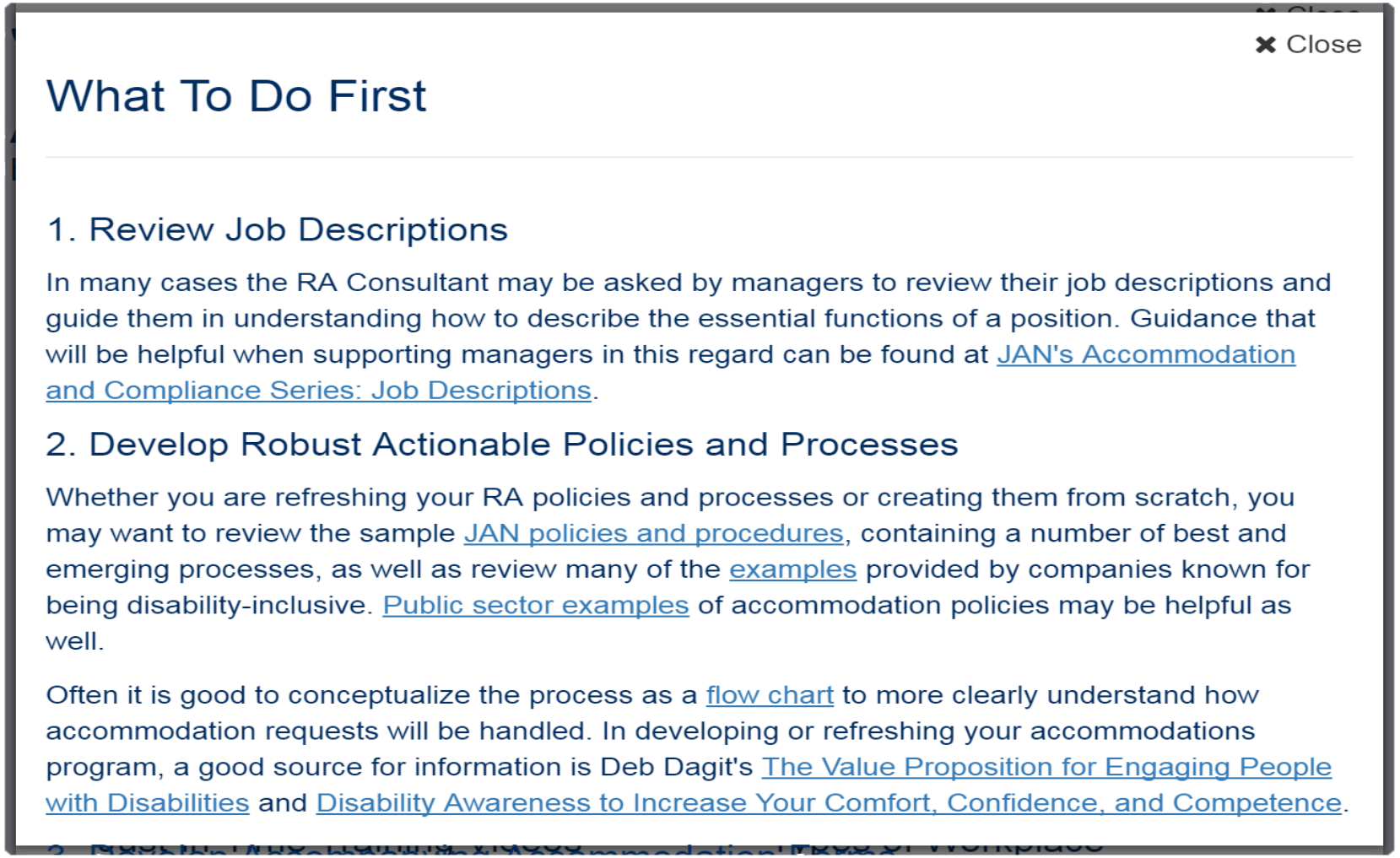

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What To Do First

1. Review Job Descriptions

In many cases the RA Consultant may be asked by managers to review their job descriptions and guide them in understanding how to describe the essential functions of a position. Guidance that will be helpful when supporting managers in this regard can be found at JAN's Accommodation and Compliance Series: Job Descriptions.

2. Develop Robust Actionable Policies and Processes

Whether you are refreshing your RA policies and processes or creating them from scratch, you may want to review the sample JAN policies and procedures, containing a number of best and emerging processes, as well as review many of the examples provided by companies known for being disability-inclusive. Public sector examples of accommodation policies may be helpful as well.

Often it is good to conceptualize the process as a flow chart to more clearly understand how accommodation requests will be handled. In developing or refreshing your accommodations program, a good source for information is Deb Dagit's The Value Proposition for Engaging People with Disabilities and Disability Awareness to Increase Your Comfort, Confidence, and Competence.

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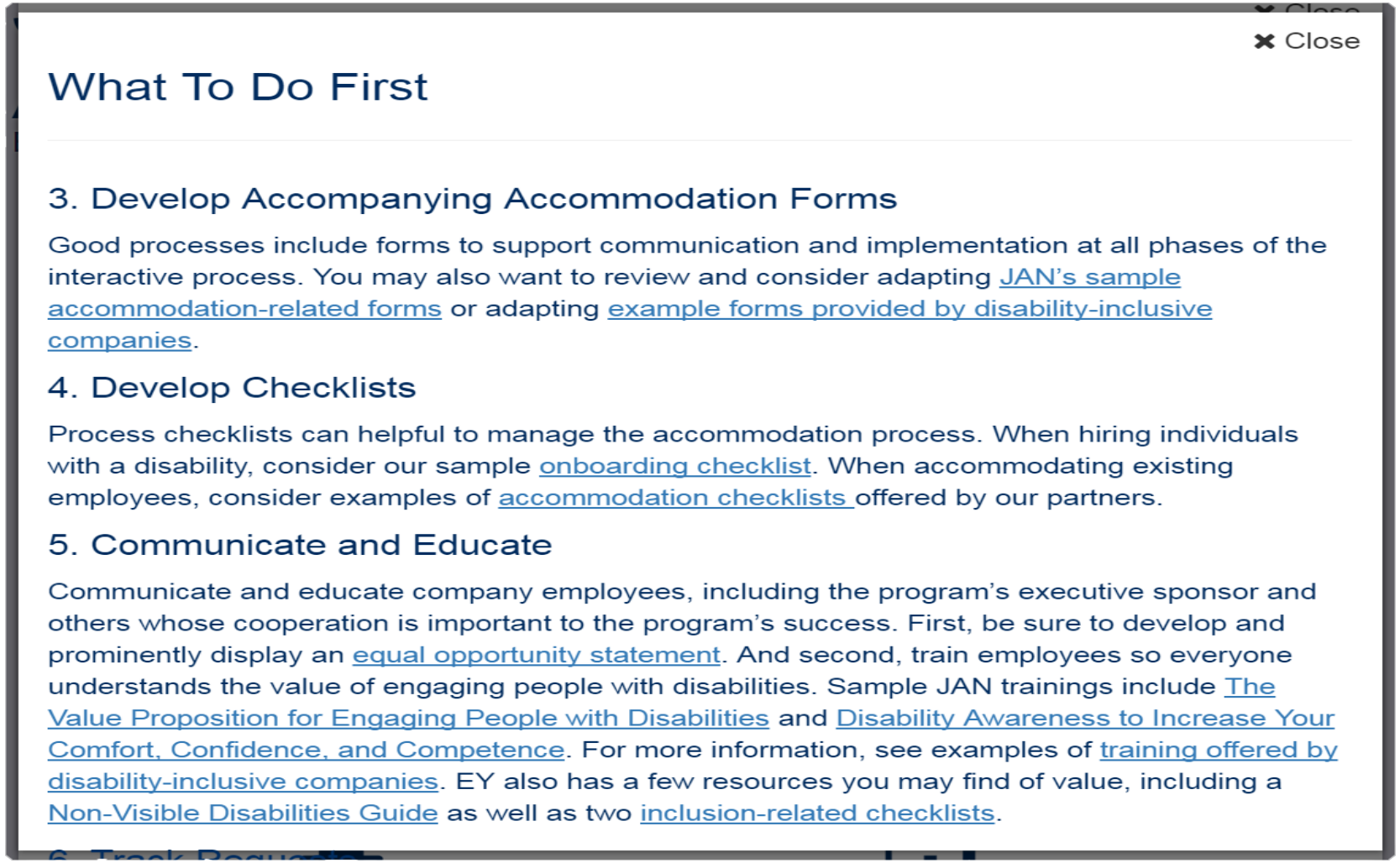

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What To Do First

3. Develop Accompanying Accommodation Forms

Good processes include forms to support communication and implementation at all phases of the interactive process. You may also want to review and consider adapting JAN's sample accommodation-related forms or adapting example forms provided by disability-inclusive companies.

4. Develop Checklists

Process checklists can helpful to manage the accommodation process. When hiring individuals with a disability, consider our sample onboarding checklist. When accommodating existing employees, consider examples of accommodation checklists offered by our partners.

5. Communicate and Educate

Communicate and educate company employees, including the program's executive sponsor and others whose cooperation is important to the program's success. First, be sure to develop and prominently display an equal opportunity statement. And second, train employees so everyone understands the value of engaging people with disabilities. Sample JAN trainings include The Value Proposition for Engaging People with Disabilities and Disability Awareness to Increase Your Comfort, Confidence, and Competence. For more information, see examples of training offered by disability-inclusive companies. EY also has a few resources you may find of value, including a Non-Visible Disabilities Guide as well as two inclusion-related checklists.

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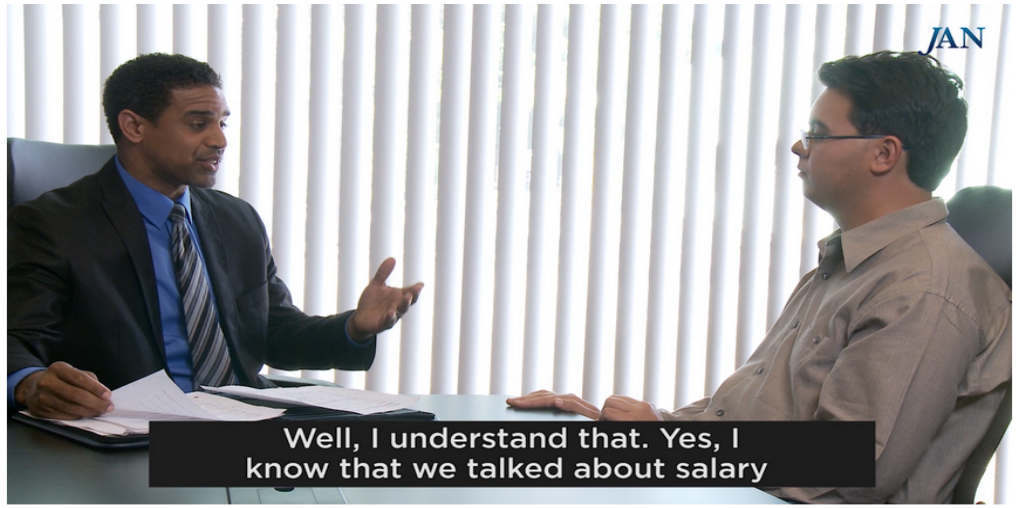
Just-in-Time Training Videos

Video 1 - Interviewing an individual on the Autism Spectrum

Hiring Individuals with Disabilities (.ppt)



Download High Definition (948 MB)

Download Standard Definition (489 MB)

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Just-in-Time Training Videos

Video 2 - Accommodating an employee with non-apparent disabilities

Retaining Employees with Disabilities (.ppt)

Download High Definition (630 MB)

Download Standard Definition (324 MB)

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Just-in-Time Training Videos

Video 3 - Managing the performance of an employee with a non-apparent disability

Managing Performance of Employees with Disabilities (.ppt)

Download High Definition (1.03 GB) | Download Standard Definition (540 MB)

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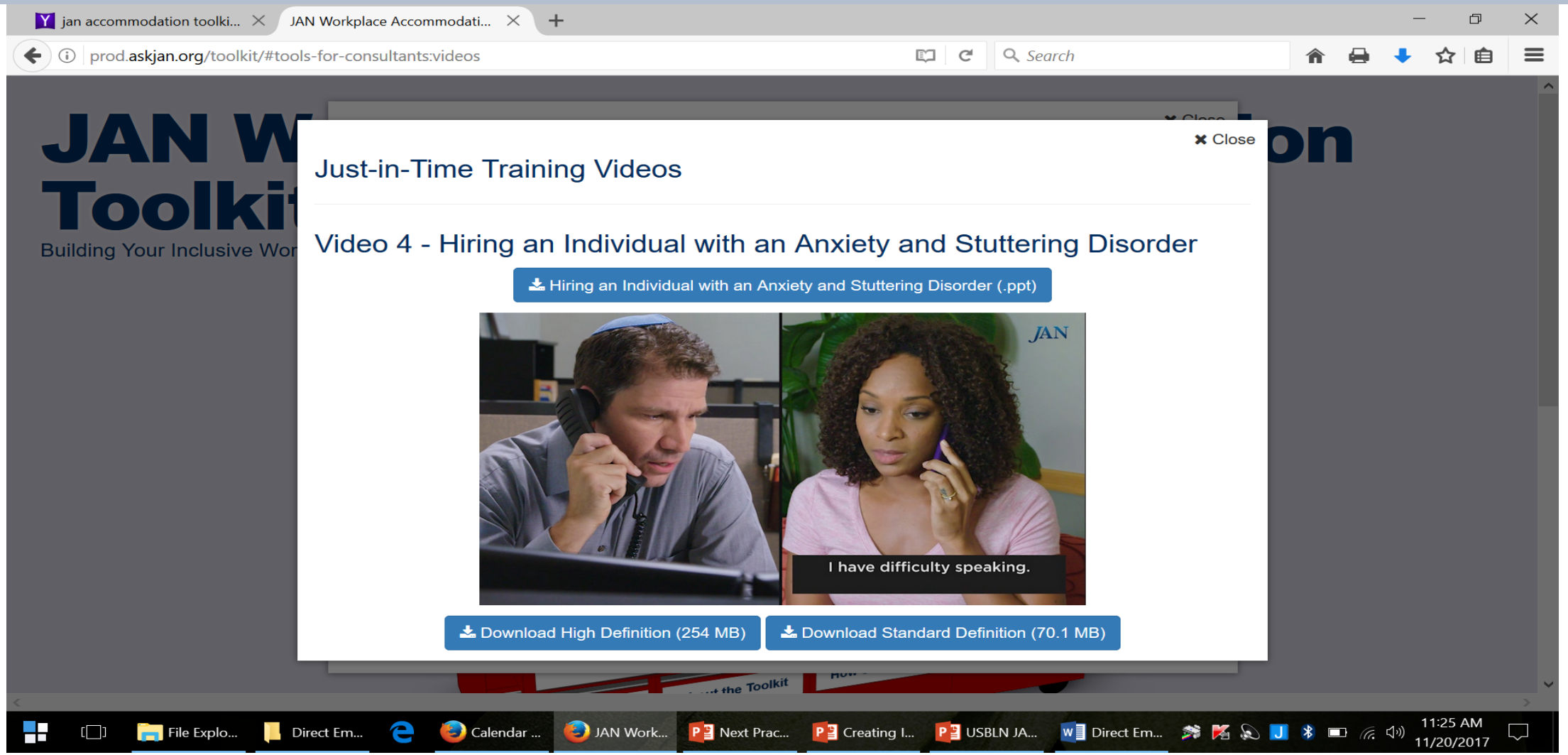

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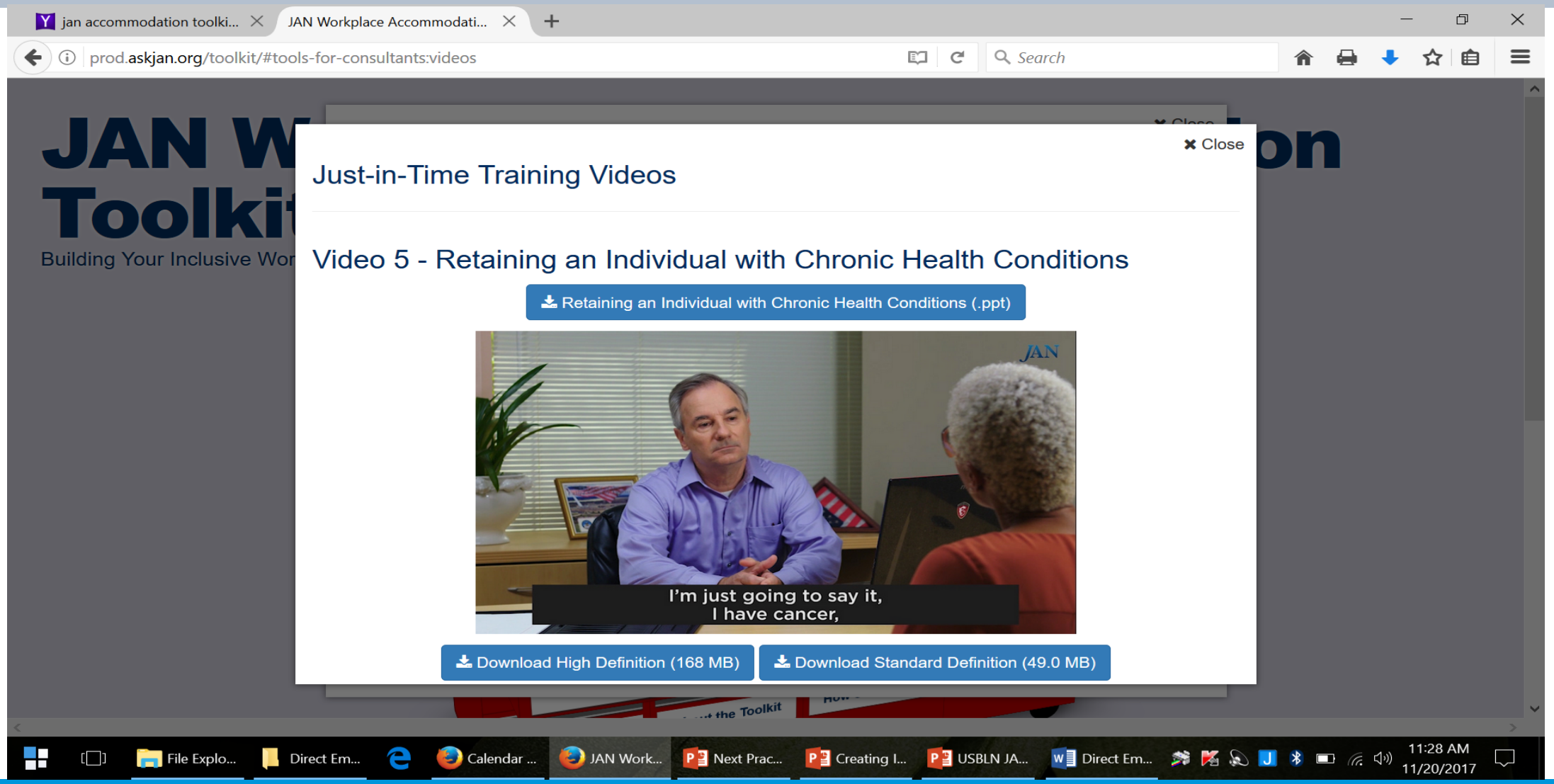

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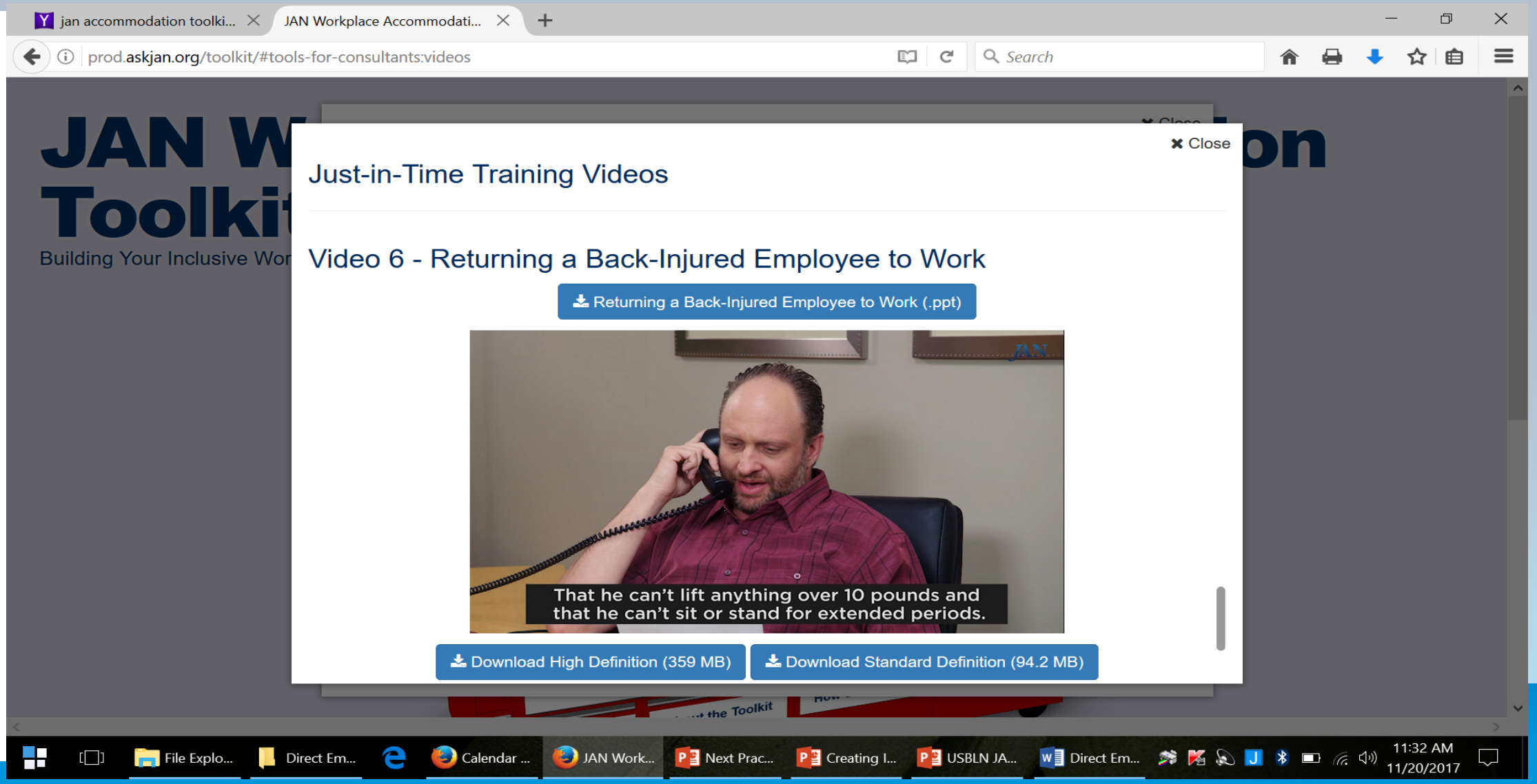

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Mobile Accommodation Solution (MAS)

Mobile Accommodation Solution (MAS):
A no cost, case management tool designed to help streamline the disability accommodation process at various phases of the employment cycle.

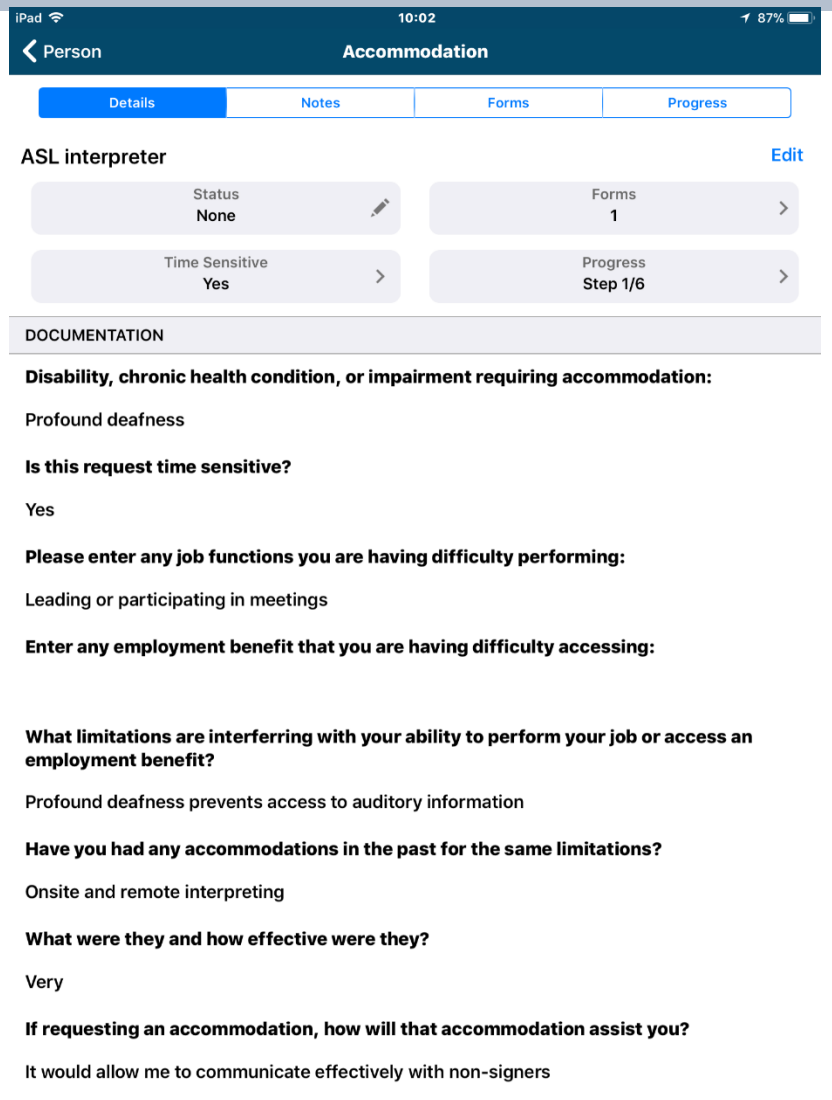
Funded by the National Institute on Disability, Rehabilitation Research (NIDILRR)

Mobile Accommodation Solution (MAS)

JAN Job Accommodation Network

Functionality:

- Easy to use, secure, mobile case management tool
- Robust accommodation tracking tool
- Best and emerging accommodation practices and forms embedded
- Access to JAN Consultants and myriad of other resources



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JAN Resources

- Expert consultation
- Over 250 JAN-authored Publications
- JAN's A-Z (Disability, Topic, condition)
- Legal libraries that include regulations and EEOC guidance documents
- JAN Quarterly Enewsletter
- JAN Training Modules and FREE Webcast Series

For More Information

JAN Job Accommodation Network

Contact JAN

(800) 526-7234 (V)

(877) 781-9403 (TTY)

http://AskJAN.org

jan@askjan.org

(304) 216-8189 via Text

janconsultants via Skype

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