



Employment and Disability Project

Morocco Tunisia Benin Senegal

Integrating and compensating for disability at work

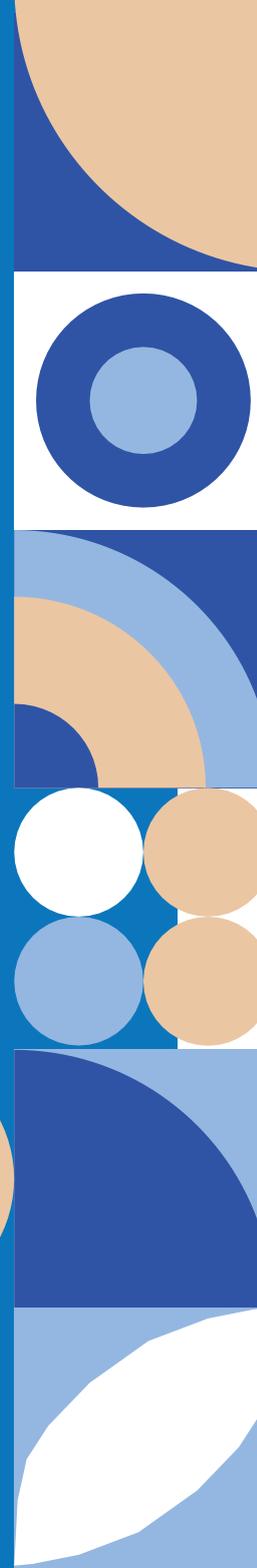
Factsheet

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Why this factsheet?

- To offer companies and employment stakeholders a better understanding of how to integrate people with disabilities into their organisation
- To identify how, when necessary, to compensate for disability, and offer an employee the same workplace opportunities as their co-workers.



Definitions: integration, reasonable accommodation, compensation

• Integration¹

The integration of a new employee is a crucial stage for the company. A well-integrated employee will quickly understand the issues, tasks and responsibilities of the job. They will be well-equipped, trained and supported as they take their first steps in the company. This stage is all about building employee loyalty, motivation and performance.

For an employee with disabilities, it helps to identify the difficulties linked to the job and the compensatory solutions.

Integration should be prepared and planned for in advance. Integration follows on from the inclusive recruitment process: tips for this stage can be found in Factsheet 6.

• Reasonable design

According to Article 2 of the Convention on the Rights of Persons with Disabilities (CRPD)²

- Disability discrimination includes all forms of discrimination, including the denial of reasonable accommodations.
- “Reasonable accommodation” means the changes

and adjustments that are necessary and appropriate and do not impose a disproportionate burden on the company or organisation (cost, technical solution) or undue hardship, as required in a particular case, to ensure the enjoyment or exercise by persons with disabilities, on an equal basis with others, of all human rights and fundamental freedoms.

• Compensation

The notion of compensation refers to all the means and solutions put in place to try to **counter the consequences of a disability**.

Compensation seeks to eradicate and reduce the inequality caused by the disability, rather than grant a benefit of any kind.

The aim of compensation is to enable the disabled person to work on an equal footing with other employees.

It can take the form of a workstation adjustment that must be personalised

The key players in integration

Different stakeholders in the company can be mobilised to support integration.

and designed in relation to the tasks to be performed.

Good to know...

In eight out of 10 cases, no adaptation of the workstation is required when a disabled worker is integrated.

A large company may involve the following:

Company stakeholders				Disability specialist
HR and disability representative	Manager and work colleagues	Staff representative	Health & Safety	Specialised associations, ergonomist or workplace occupational therapist, experts in digital accessibility

In a very small or small company, the head of the company generally wears several hats. In this case, disability specialists will be a great help!

Human Resources and the manager analyse the job with regard to the tasks to be performed, the organisation of the work, job-related communication, the work environment and the workload.

The employee representative checks whether the future employee knows about the company's work support systems (flexible working hours, teleworking, collective agreement on health and quality of life at work). S/he is responsible for ensuring compliance with the country's labour law.

Depending on the country's legislation, the presence of employee representatives is not always mandatory.

¹ Human resources uses the term integration but gives it the meaning of inclusion

² The CRPD is the international convention adopted by the United Nations General Assembly on 13 December 2006, and ratified by 163 countries.

The workplace doctor records the person's medical history (family medical history, first symptoms, care, treatment and painful positions) and the impact on their work.

The doctor identifies the type of disabilities and difficulties detected, the use of a device or technical aid, job-specific difficulties to carry out the tasks. The doctor is bound by professional confidentiality and must not refer to the worker's medical history. However, the doctor may share information on specific workplace difficulties with the Health and Safety Committee, or directly with the company director in the case of a very small company.

The Health and Safety Committee (3)

This committee is enshrined in the Labour Code and must be set up according to the country's legislation (size of the company and risks related to the business).

The main representatives on the committee are the employer, employee representatives, occupational health and safety officers.

This body can be called upon at the time of the integration of the disabled employee for the adaptation of the workstation but also to check that everything is properly organised for the induction of this new employee (information about rights, accessibility, raising team awareness, appointment of a representative etc.)

Occupational therapist

When an adapted workstation is needed and neither the disabled worker nor the internal team is able to find suitable solutions, the company can call on the services of an occupational therapist. This specialist is responsible for:

- Carrying out an ergonomic assessment of the workstation, assessing the work environment and the adaptation needs of the person.
- Getting the changes approved by the disabled worker first, then by the company.
 - Carrying out the changes.
- Training and supporting the person to get used to the new work environment
- Monitoring progress and, if necessary, readjusting changes.

Ergonomist

This specialist intervenes to adapt the company's environment for all employees.

Digital accessibility expert

This specialist can identify the needs of a person who has difficulties in accessing digital information (particularly visually impaired people), propose appropriate technical solutions (setting computer options, using voice recognition software) and train them on these solutions.

Specialized association

Associations can raise awareness among employees in order to demystify disability, so as to facilitate the integration of a disabled employee.



3 Health and safety committees appeared in 1926 in the metal industry. In 1929, the International Labour Organisation recommended that companies should set up safety committees. The ILO also promulgated a Convention on the Health and Safety of Workers in 1981. This is Convention C155. This Convention sets out an international framework on health, safety and hygiene in all industries. Countries that have ratified this convention must, in the light of national conditions and practice and in consultation with the most representative employers' and workers' organisations, formulate, implement and periodically review a coherent national policy on occupational safety and health and the working environment. Neither Benin, Morocco, Tunisia nor Senegal have ratified this Convention.

The stages of integration

• Before integration

Get the new employee to undergo a medical examination before taking up the post.

Objective: Confirm the person's ability to perform the planned tasks and, if necessary, identify their specific compensation needs.

Note: In some countries, employees with disabilities are included in the categories of workers subject to enhanced medical surveillance (EMS).

As such, they must undergo a compulsory pre-recruitment medical examination before being recruited, with no possibility of exemption.

For employees not covered by EMS, the medical check-up can be postponed until the end of the trial period, with the possibility of exemption in certain cases.

• When the employee joins

Arrange a meeting between the candidate and the disability unit and/or HR.

Objective: present the company's policy and take stock of the employee's needs.

Propose an observation phase carried out by the manager over a period of at least 15 days.

Objectives: evaluate how the employee manages: his/her new tasks, his/her work tools, his/her relationships with the team. Potentially assess difficulties that may require the workstation to be adapted.

• During the first month

Organise a committee or commission to prepare for integrating the new employee: if the size of your organisation allows it, you can request the setting up of a multidisciplinary committee in charge of preparing and facilitating the integration. This can be the Health and Safety Committee or a disability commission depending on the company's internal organizational structure.

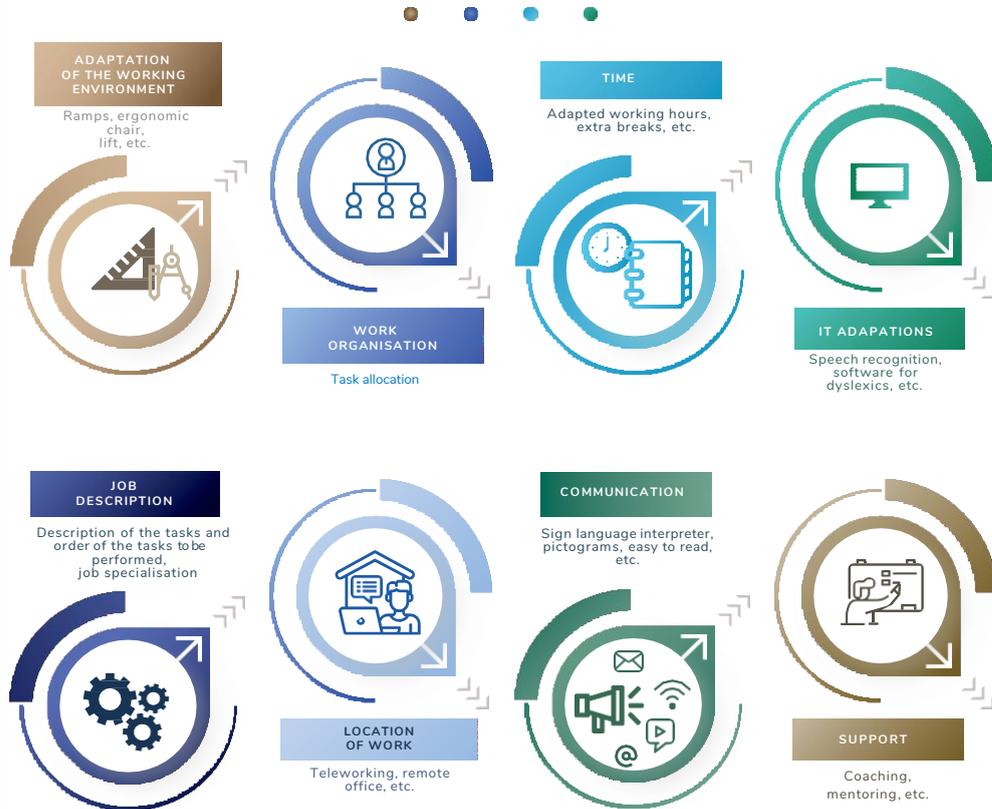
For VSEs, the manager can ask the workplace doctor for advice on workstation adjustments.

Objective: identify compensation solutions through work adjustments in order to reduce or eliminate difficulties in performing work.

Stakeholders who can participate are: HR, the manager, the employee representative, the workplace doctor.

The diagram below shows different types of reasonable accommodation at work:

Types of reasonable accommodation



How to implement workplace compensation or accommodation

The bottom line

- The disabled worker is best-placed to explain his or her needs and may be able to suggest solutions.
- Compensation requires case-by-case assessment. Adapting the workstation to the person's unique nature, difficulties and the tasks they will have to perform in the company. Each workplace adjustment will be unique!
- Compensation is not set in stone and must be re-evaluated at regular intervals because needs may change with the person's situation or in the event of a change in the workplace context.

• Step 1: What adjustments are needed?

Choose the accommodations and list them, bearing in mind that they must be:

Effective and bespoke



Guarantee the person's autonomy

Enable equal participation

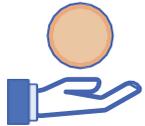


Ensure the safety and dignity of the person

•Step 2: Is the accommodation reasonable?

Check whether each adaptation is reasonable according to the following criteria:

Cost



Impact on the environment and colleagues



Impact on how work is organised



Lack of alternative solutions



•Step 3: Formalizing the job accommodation

Here are some tips for formalizing the adjustment:

Formalise the arrangement in writing



Inform colleagues with the person's consent



Regularly assess whether the accommodation is still suitable for the person and the department



Factsheet 8 lists examples of job adjustments made in Morocco, Tunisia, Senegal and Benin, for different types of disability, jobs, organizations, companies and training centres.

Welcoming the new recruit the importance of the mentor and the group as a whole

Not all people with disabilities need practical assistance.

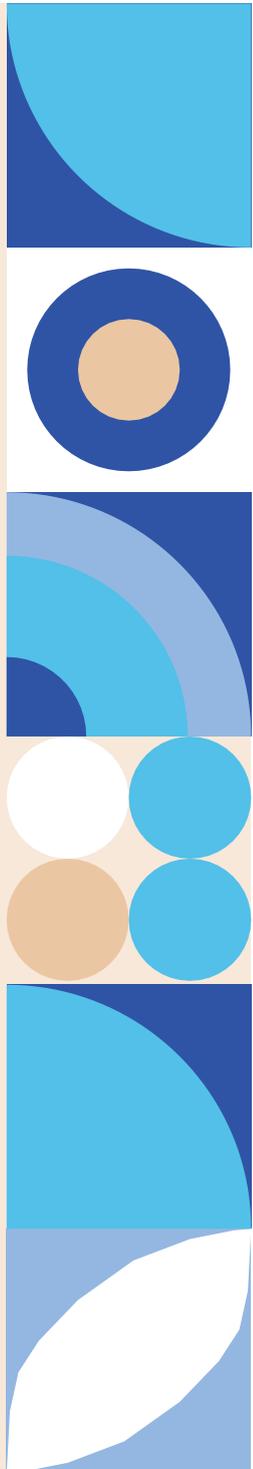
On the other hand, human support for the newcomer and his or her colleagues can be considered.

A buddy (or mentor), often an employee who works closely with the disabled employee, may volunteer or be appointed.

Ideally, the mentor should not be the manager.

The mentor must be trained and reassured about the restrictions linked to the disability and how to broach the subject with the employee.

In addition, this responsibility must be added to the mentor's job description or objectives, so that their other tasks are not negatively impacted.





If the compensation is visible, it must be explained to the work group, with the agreement of the disabled person.

Team communication focuses on accommodating the disability and **should not broach the topic of the disability itself or the person's health condition.**

The aim is to avoid jealousy and any tension related to favouritism.

All staff can be made aware of the concept of disability and how to behave with regard to the person's restrictions.

Good practice

- Mobilise associations to raise awareness among the team.
- Remain attentive and responsive to the team and the person (explaining and reassuring if necessary).

Communication of safety instructions

- Check with the employee about his or her specific safety needs: some people need additional explanations or specific aids and resources in the event of an emergency.
- Report their arrival to the security department and inform them about any specific evacuation needs.

Close follow-up during the integration period

Organise regular chats with the person as for any other employee (Manager and/or HR/Disability unit)

- To check the employee's satisfaction with the accommodation provided at the workplace.

• To question the employee on the one hand, about his or her integration into the team, and also to find out if they are experiencing problems on the job.

Good practice

When analysing difficulties, distinguish between the impact of the disability and the individual themselves.

Limitations or obstacles to the compensation of disability at work

Several technical or human factors

are likely to limit the impact of the adjustment.

- Technical factors

- “Mainstream” techniques or standard solutions (load-carrying and handling aids, etc.) may not be fully adapted to the disability and not fully compensate for it. There is a need to check the gap between the recommendations, and what has actually been implemented.

- Human factors

The human environment can be an unfavourable or even hostile factor that hampers the expected effect of the

- People with disabilities may get to grips with compensatory solutions to differing degrees. Screen reader software for a visually impaired worker who does not master this software will not have the desired effect. In addition to training, it is essential to support your employees in using the tools on offer.

technical solution. The human environment or work group needs to be involved in the adaptation process.



Our laboratory Denta'lab's core activity is the creation of artificial teeth and dental prostheses. Anouer and Moez, two young people with hearing impairments, joined our team in 2017. They were in charge of cleaning the premises and the equipment. I noticed that they were quick learners.

I therefore trained them on the manufacture of prostheses and on the products and materials used. Initially, they found it difficult to remember the chemical names of the products, which caused several manufacturing errors. To remedy this problem, the technical words of the products were replaced by colours.

This adaptation not only made the work of Anouer and Moez easier, but also that of the rest of the team. It saved us a lot of time.

Now I'm happy to have them in my business. They are so thorough that they rarely make mistakes. I am really satisfied with this experience and that is why I plan to recruit more disabled employees.

Testimony of a company director, Ms Racha Hajji, on the importance of adapting workstations





This factsheet is part of a kit of eight factsheets designed for companies and services supporting people with disabilities into employment.