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| Policy: | Accessibility Policy |
| Category: | Corporate |
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| Effective Date: | January 23, 2017 |
| Revised Date: | November 16, 2021 |

ACCESSIBILITY

Purpose:

The purpose of this policy is to provide for the overarching framework to guide the review and development of other Township of Lucan Biddulph goods, services, programs and facilities in an inclusive manner that takes into account the needs of people with disabilities.

In addition, this policy will act as the main accessibility policy for the Township of Lucan Biddulph and meet the requirements of Ontario Regulation 191/11 - Integrated Accessibility Standards Regulation.

Scope:

All Municipal Employees and Members of Council.

Policy:

The Township of Lucan Biddulph is committed to being responsive to the needs of all its residents and employees. In order to meet the needs of people with disabilities the Township will:

- Ensure policies, practices and procedures address dignity, independence, integration and provide for equal opportunity for people with disabilities.
- Allow people with disabilities to use their own personal assistive devices to obtain, use or benefit from the services offered by the Township.
- Accommodate the accessibility needs of people with disabilities to ensure they can obtain, use or benefit from the Township's goods, services, programs and facilities.
- Communicate with people with disabilities in a manner that takes into account the person's disability.

The Township will promote accessibility by ensuring that compliance is met for all regulations made under the *Accessibility for Ontarians with Disabilities Act, 2005*, S.O. 2005 C. 11.

Definitions:

- Disability: as defined by the *Ontario Human Rights Code*, R.S.O. 1990, c. H. 19
- Service Animal

For the purposes of this policy, an animal is a service animal for a person with a disability if:

1. the animal can be readily identified as one that is being used by the person for reasons relating to the person's disability, as a result of visual indicators such as the vest or harness worn by the animal; or
 2. the person provides documentation from one of the following regulated health professionals confirming that the person requires the animal for reasons relating to the disability:
 - (a) A member of the College of Audiologists and Speech-Language Pathologists of Ontario.
 - (b) A member of the College of Chiropractors of Ontario.
 - (c) A member of the College of Nurses of Ontario.
 - (d) A member of the College of Occupational Therapists of Ontario.
 - (e) A member of the College of Optometrists of Ontario.
 - (f) A member of the College of Physicians and Surgeons of Ontario.
 - (g) A member of the College of Physiotherapists of Ontario.
 - (h) A member of the College of Psychologists of Ontario.
 - (i) A member of the College of Registered Psychotherapists and Registered Mental Health Therapists of Ontario
- Guide Dog: a guide dog as defined in the *Blind Persons' Right Act*, R.S.O. 1990, c. 8.7

For all other definitions, refer to the *Integrated Accessibility Standard Regulation* (O. Reg 191/11). This regulation will be referred to as the "IASR" for the remainder of this policy.

Accessibility Planning

The Township will establish, implement, maintain and document a multi-year accessibility plan. The multi-year accessibility plan will outline how the Township will prevent and remove barriers to accessibility as outlined in the IASR. The multi-year accessibility plan will be developed with participating lower tier municipalities.

The plan will be posted on the Township's website, and will be available in an accessible format upon request. The plan will be updated at least once every five years.

The Township will establish, review and update its accessibility plans in consultation with people with disabilities and the Accessibility Advisory Committee.

An annual status report will be prepared outlining the progress taken to implement the strategy of the plan. The status report will be posted on the Township's website.

Procurement

The Township will incorporate accessibility design, criteria and features when purchasing or acquiring goods, services or facilities, except where it is not practicable to do so.

Should the Township determine that it is not practicable to incorporate accessibility design, criteria and features when purchasing or acquiring goods, services or facilities, it will provide an explanation upon request.

Emergency Procedures, Plans and Public Safety Information

The Township will provide emergency procedures, plans and public safety information in an accessible format or with appropriate communication supports, as soon as practicable, upon request.

Accessible Formats and Communication Supports/Format of Documents

The Township will provide alternate formats of information and communications that are produced by, or in direct control of the Township. This does not apply to information that the Township does not control directly or indirectly through a contractual relationship.

This will be done upon request, in a timely manner and at a cost that is no more than the cost charged for the original format.

When it is not practicable to provide an alternate format, the Township will provide an explanation and a summary of the document in an accessible format.

The Township will provide communication supports to members of the public upon request.

If the Township is unable to obtain the requested communication support, the Township will consult with the individual to determine an appropriate alternative method of communication.

The Township will consult with the individual making the request to determine the suitability of an accessible format or communication support.

Feedback

The Township will accept feedback from members of the public relating to the provision of accessible goods, services or facilities to people with disabilities. The Township will ensure that the feedback process is accessible to people with disabilities by providing, or arranging for the provision of accessible formats and communication supports, upon request.

The Township will develop procedures that specify the actions that will be taken if a complaint is received about the manner in which it provides goods, services or facilities to people with disabilities.

Information regarding the feedback process will be posted on the Township's website. Individuals can request this information by contacting the Township.

In accordance with section 11 of the "IASR" when seeking feedback from the public, the Township will provide accessible formats and/or communication supports to members of the public upon request.

Temporary Service Disruptions

If a temporary service disruption is planned, the Township will give notice of the disruption.

Notice of the disruption will include: the reason for the disruption, its anticipated duration and a description of alternative facilities or services, if any that are available.

Procedures for specific service disruptions will be developed, and a copy of the procedures will be available to individuals upon request.

Notice will be given by posting the information in a conspicuous place as well as by posting the information on the Township's website.

Support Persons

The Township will allow people with disabilities to be accompanied by a support person in all Municipally-owned and operated public facilities. The Township reserves the right to request a person with a disability to be accompanied by a support person when on the premises, but only if, after consulting with the person with a disability and consider the available evidence, the Township determines that:

- A support person is necessary to protect the health or safety of the person with a disability or the health or safety of others on the premises; and
- There is no other reasonable way to protect the health or safety of the person with a disability and the health or safety of others on the premises.

Admission fees will be waived for support persons who accompany a person with a disability.

Service Animals

The Township will ensure that an individual accompanied by a service animal is permitted to enter the premises with the animal and to keep the animal with the individual, unless the animal is otherwise excluded by law from the premises.

If a service animal is excluded by law from the premises, the Township will ensure that other measures are available to ensure a person with a disability is able to obtain, use or benefit from the Township's goods, services or facilities.

The individual with the service animal is responsible for the care and control of their service animal at all times, while on Municipal premises.

Use of Assistive Devices

The Township will allow people with disabilities to use their own personal assistive devices to obtain services offered by the Township.

If a person with a disability is unable to access a service through the use of their own personal assistive device, the Township will work with the individual to determine an alternate means for accessing services.

Training

The Township will provide training to:

- All people who are an employee of, or a volunteer with the organization
- All people who participate in developing the organizations policies; and
- All other people who provide goods, services or facilities on behalf of the organization

The training will include:

- An overview of the *Ontario Human Rights Code*
- A review of the *Accessibility for Ontarians with Disabilities Act, 2005*
- A review of the *Integrated Accessibility Standards Regulation (O.Reg 191/11)*
- Specific review of "IASR" requirements, based on the duties associated with the employee.
- How to interact and communicate with people with various types of disabilities
- How to interact with people with disabilities who use an assistive device or require the assistance of a guide dog or other service animal or the assistance of a support person.
- How to use equipment or devices available on the Township's premises or otherwise provided by the Township that may help with the provision of goods, services or facilities to a person with a disability.
- What to do if a person with a disability is having difficulty accessing the Township's goods, services or facilities.

The training will be appropriate to the duties of the employees, volunteers and other people. Employees will be trained as soon as practicable. Training will be provided to the aforementioned individuals with respect to any policy changes on an ongoing basis. Training logs will be kept in accordance with the "IASR"

Design of Public Spaces

The Township will comply with the requirements found in Part IV.1 of the "IASR" where applicable, in relation to public spaces.

Website and Web Content

In accordance with the "IASR", the Township will ensure that websites and web content are created in a manner keeping with the expectations of the Web Content Accessibility Guidelines 2.0 (WCAG). The Township's currently working on ensuring that websites and web content in accordance with WCAG 2.0, level A and will ensure that websites and web content are created in accordance with level AA by January 1, 2021. If an individual is having difficulty accessing any Municipally-owned or operated website, or content found on said websites, they can contact the Township.

- Websites

The County of Middlesex Information Technology Services Department (ITS) will be responsible for ensuring that new websites are created in accordance with WCAG 2.0.

The Information Technology Services Department (ITS), along with the Township's Accessibility Coordinator, will be responsible to ensure that existing websites are maintained in accordance with WCAG 2.0. Existing websites will be scanned quarterly to determine compliance. Existing websites will be updated in accordance with WCAG 2.0 based on a reasonable schedule as defined by the Director of Information Technology Services, and the Township's Accessibility Coordinator.

- Web Content

Accessible web content is being produced in the following ways:

In-house: Staff receive training that ensures PDF documents are created in accordance with WCAG 2.0.

Purchased Documents or Videos: The Department purchasing a document or video that will be available on the Township's website shall ensure that the document or video is created in a manner that ensures compliance with WCAG 2.0.

Third-Party Documents: The Township will put forward efforts to ensure that documents provided to the Township on behalf of a third party, that will be posted on the Township's website, and not in direct control of the Township through a contractual relationship, will be remediated in accordance with WCAG 2.0, unless it is not practicable to do so.

In the event that it is not practicable to remediate a third party document, for which the Township is not in direct control through a contractual relationship, a member of the public may contact the Township to arrange for the information to be provided in an accessible format, upon request. The Township will consult with the requesting individual to determine suitability of format.

Legislative Authority

Accessibility for Ontarians with Disabilities Act, 2005, S.O. 2005, c. 11

Integrated Accessibility Standard Regulation (O. Reg 191/11)

Ontario Human Rights Code, R.S.O. 1990, c. H. 19



Accessibility Training Procedure

Purpose and Application:

The purpose of this procedure is to address the training requirements of the Integrated Accessibility Standards Regulation. (O. Reg 191/11)

The Township of Lucan Biddulph is committed to establishing, implementing and maintaining a program for training on accessibility standards and regulations.

The Township shall ensure that the following receive training about the provision of its goods, services or facilities to people with disabilities:

- Elected officials, members of boards and committees, all employees (full time, part time, temporary, students) and volunteers
- Every person who participates in developing the Township's policies, procedures and practices governing the provision of goods, services or facilities to members of the public.
- All other people who provide goods, services or facilities on behalf of the organization.

Training shall be provided as soon as practicable after assigned the applicable duties as well as on an ongoing basis as changes occur to Township of Lucan Biddulph policies, procedures and practices governing the provision of goods, services or facilities to people with disabilities.

Implementation:

The Clerk's Department is responsible for:

- Ensuring training compliance with the Integrated Accessibility Standards Regulation (O. Reg 191/11) and other regulations under the Accessibility for Ontarians with Disabilities Act.
- Coordinating and maintaining training records for compliance reporting and audit purposes.

Departments are responsible for:

- Coordinating and maintaining training records for volunteers.
- Maintaining training records for third parties/contractors.



Accessibility Feedback Procedure

Purpose and Application:

The purpose of this procedure is to establish a process to enable members of the public to comment on the goods, services or facilities offered by the Township of Lucan Biddulph.

Implementation:

The Township of Lucan Biddulph welcomes public input as feedback helps to identify areas where changes need to be considered and ways in which the Township can improve the delivery of goods, services and facilities.

The Township is committed to establishing, implementing and maintaining a process for receiving and responding to feedback about how to enhance the provision of goods, services and facilities to people with disabilities.

All staff should be advising those who want to provide feedback related to Township goods, services or facilities to fill out a Customer Service Feedback Form.

To Submit Feedback:

If a member of the public wants to provide feedback regarding the goods, services or facilities they have received:

- The member of the public with the concern should have a discussion with the staff member who is involved in the situation where possible.
 - Should discussion not resolve the complaint or the member of the public is uncomfortable discussing the issue with the staff member, the member of the public should fill out a Feedback Form.
- Staff will assist the member of the public with providing feedback, when requested.
- The information to be provided should include the date, a description of feedback, any suggestions by the member of the public on how to resolve if there was an issue and personal contact information if they want to be contacted with a response.
- The form shall be forwarded to the Township Clerk who will forward to the appropriate Manager responsible for the Department and the Accessibility Coordinator.
- The Manager will attempt to resolve the complaint in a timely manner, with the assistance of the Accessibility Coordinator, as required.

- If the member of the public has requested a response, the staff should include:
 - An explanation of how the suggestion will be implemented;
 - Whether further investigation is necessary;
 - The reason if the Township is unable to resolve the matter or implement the suggestion; and
 - What other steps may be taken to improve the service.

When Requesting Feedback from the Public:

If the Township is requesting feedback from the public, it shall ensure that materials associated with the feedback process can be made available in an accessible format or with a communication support, upon request.

Refer to the Accessible Formats and Communication Support Procedure for more information.



Request for Accessible Format or Communication Support Procedure

Application

This procedure applies to Township employees, volunteers and other persons or organizations that provide goods, services or facilities to the public or other third parties on behalf of the Township, in accordance with the Integrated Accessibility Regulation developed under the

Accessibility for Ontarians with Disabilities Act (AODA), 2005, and in support of the Township of Lucan Biddulph's Corporate Accessibility Policy.

This procedure applies to all materials and communications products produced or purchased (e.g. consultant reports) by the Township for release to the public. It does not apply to products and product labels, unconvertible information, or information that the Township does not control directly or indirectly through a contractual relationship.

Each publication should be produced in such a way as to reduce barriers in the original document. Adaptation to another format can be accommodated easily and quickly when accessibility is considered during the development.

Notification

The Township will advise the public of the availability of accessible formats and communication supports.

The Township will include:

- A link on the Township website to the Accessible Formats and Communication Supports Request Form
- The line "Accessible formats and communication supports are available, upon request" is to be placed at the bottom of the front page of:
 - all Council and Committee agendas;
 - all documents for public consultation (such as the Budget Overview or the Official Plan);
 - anywhere else the Township determines that notification is reasonable.

Processing Requests

Requests for an accessible format or communication support can be received by staff in person, by phone or by electronic formats such as emails or service requests. Upon receipt of a request, staff will complete the Accessible Formats and Communication Supports Request Form which is forwarded to the Accessibility Coordinator. The request is to be responded to by the Accessibility Coordinator in consultation with the department from where the request is originating.

All Township staff shall, upon request, and in consultation with the person making the request, provide or make arrangements to provide accessible formats and communication supports for persons with disabilities. Accessible formats and communication supports shall be provided:

- in a timely manner;
- taking into account the person's accessibility needs; and,
- at a cost that is no more than the regular cost charged to other persons.

Once the appropriate format or support is determined with the requester, staff shall provide or arrange for the provision of the accessible formats and/or communication supports for persons with disabilities.

- If the Accessibility Coordinator determines that information is unconvertible, they shall, in consultation with the department from which the information is originating, provide the person requesting the information or communication with:
 - (a) a written explanation as to why the information or communications are unconvertible; and,
 - (b) a summary of the unconvertible information or communication.

Timeframe

The timeframe for the conversion process of a document into an accessible format, or the provision of a communication support, can vary depending on the media chosen, the size, complexity, quality of source documents and the number of documents to be converted. The information requested shall be provided in a timely manner depending on the factors previously noted.

If the document being requested is the subject of a public consultation or has a set timeframe for public comment, the timeframe for document conversion and distribution must be taken into consideration.

Cost of Conversion

Creating information and communications in accessible formats on websites can help reduce the cost of conversion.

When a member of the public requests a Township document in an accessible format or information with a communication support, the department of origin is responsible for the cost of conversion, materials and distribution of information.

Definitions

Accessible Formats - these may include, but are not limited to, large print, recorded audio and electronic formats, Braille and other formats usable by persons with disabilities.

Common Accessible Formats - some of the most common accessible formats are (but are not limited to):

- HTML or electronic text version online that meet the WCAG 2.0 level A or AA;
- Text saved as an accessible Word document;
- Large text;
- Plain language versions; and,
- Braille.

Communications - the interaction between two or more persons or entities, or any combination of them, where information is provided, sent or received.

Communication Supports - these may include, but are not limited to, captioning, alternative and augmentative communication supports, plain language, sign language and other supports that facilitate effective communications.

Common Communication Supports - some of the most common communication supports are (but are not limited to):

- Screen reader software;
- Verbal plain language explanation of a written document;
- Video captioning, transcripts;
- Alternative and augmentative communication supports such as an FM Loop system or Communication Access Realtime Translation (CART); and,
- Sign language interpretation

Electronic Text - an electronic text means of presentation of information that enables various computer programs to convert the information into a "readable" format; electronic text where all illustrations or graphical information is explained fully in text.

Information - includes data, facts and knowledge that exist in any format, including text, audio, digital or images, and that convey meaning. The AODA information and communication standard does not apply to the following:

1. Products and product labels.
2. Unconvertible information or communications.
3. Information that the Township does not control directly or indirectly through a contractual relationship.

Unconvertible- it is not technically possible to convert the information or communications, or the technology to convert the information or communications is not available.

American Sign Language (ASL) Interpreters

If you receive a request for an ASL Interpreter, fill out the Request for Accessible Information and Communications Form. You will need to get some information from the resident making the request, including:

- Name
- Best way to contact the individual. (Keep in mind that the individual requesting an interpreter will likely have a communication disability, and may not be able to use a telephone. Suggest email, fax or Bell Relay Service as a way to communicate.)
- Date of meeting
- Location of meeting
- Make note of what type of meeting it is.

*NOTE: An individual may request a specific interpreter. If they do, you are obligated to try to obtain that specific interpreter for the meeting.

Private interpreters are found through the [Ontario Association of Sign Language](#)

You can search by individual or by geographical location.

The [Canadian Hearing Society](#) also provides real time captioning (CART) services as an alternative to interpreting.

Contact the Township's Accessibility Coordinator for a list of local private ASL interpretation service providers.



ACCOMODATIONS POLICY

PURPOSE:

The Township of Lucan Biddulph is committed to an inclusive workplace. To do this, we will ensure that accommodations are provided to current and potential employees with disabilities.

The County's commitment extends to all employment activities including recruitment, selection, orientation, working conditions, career development/advancement and performance management.

SCOPE:

Employment accommodations are assessed and delivered on an individual basis for people with disabilities who make their needs known. Each situation must be considered individually in order to assess appropriate accommodations. Requests for employment accommodations will be dealt with quickly and effectively in order to ensure employees can fully participate in all aspects of employment and recruitment.

Individuals with disabilities will be accommodated in ways that respect their dignity, independence and right to privacy in the workplace. All information relating to specific requests for accommodation will be treated as confidential and will only be used for the purpose of meeting accommodation requirements.

Staff members requiring accommodations during their employment should contact their Department Head or the Human Resources Manager.

Workplace Emergency Response Information

The Township will make all reasonable efforts to provide individualized workplace emergency response information to employees who have a disability.

Individual staff members will need to make their needs known to their Department Head or the Human Resources Manager.

Based on the information provided, a plan will be developed to ensure staff safety in the event of an emergency. Staff will need to consent to having their emergency workplace response information shared with a designated person or persons who can provide assistance to the individual.

Individualized emergency information will be reviewed periodically with the staff member to ensure it is up to date.

PROCEDURE:

Recruitment Accommodations

Accommodations will be provided to candidates during the recruitment process, including assessment, and orientation.

1. Make sure that qualifications are reasonable and pertain to the job. They should focus on education, experience, skills and abilities that reflect the bona fide occupational requirements of the job.
2. Make all potential applicants aware that the County will take steps to accommodate disability related needs in the interview or testing process. Applicants must identify their needs up front and provide timely information about how their situation or condition may affect their abilities to perform in an interview or test in order to receive employment accommodation.
3. Communicate the offer of accommodation to all applicants at the beginning of the selection process. Explain to the candidates the assessment methods and formats you will use. This is especially helpful for people with disabilities as it helps them identify whether they need an accommodation and the type of accommodation required for each stage of the assessment.
4. When an applicant makes a request for accommodation, ask the individual to identify what he or she will need in order to be able to allow him or her to compete on an equal basis with other candidates. Obtain as much information on the person's need as possible. Don't get into details about the disability unless you need to clarify the individual's needs. In most cases the candidate is the best source of information.
5. Any accommodations you make should not change the nature of the qualification you are assessing or the level at which you assess it. Design accommodations to allow for equitable assessment of candidates with accommodation needs without placing them at an advantage or disadvantage when comparing them to other candidates.
6. When making an offer of employment, let the individual know of the County's commitment to providing accommodations in the workplace.

Workplace Accommodations

Accommodations will be provided to employees with disabilities during the duration of their employment with the Township.

Communicate the Accommodations Policy and Procedure to staff. Follow this process for employment accommodations after you offer an individual a job or for an existing employee:

1. Encourage employees to submit their request in writing. However, all forms of requests for accommodations will need to be addressed.
2. Ensure that the staff member requesting the accommodation is involved in the development of an accommodation plan. A representative from a bargaining unit or other workplace representative can be present during this process, at the request of the staff member.

3. Once an accommodation is requested the Department Head or Human Resources Manager may request medical information from a physician or other health care practitioner advising of the need for the accommodation and direction on appropriate modifications. Once the accommodation option has been selected inform the employee and implement the accommodation as quickly as possible.
4. The Department Head or Human Resources Manager will document accommodation plans and include:
 - a. Any information regarding accessible formats or communication supports
 - b. Individualized workplace and emergency response information, if necessary and;
 - c. Any other accommodation that is to be provided.
5. Inform staff of steps taken to protect privacy.
6. Determine, with staff member on how often the accommodation plan will be reviewed.
7. If an accommodation is denied, the Department Head or Human Resources Manager will inform that staff member of the reason for denial.
8. Ask staff member if alternate communication formats are required for the accommodation process and plan.



Accessible Recruitment Guidelines

This document has been created using the following resources:

- Employers' Toolkit: Making Ontario's Workplaces Accessible to People with Disabilities. Developed by the Conference Board of Canada in Partnership with the Government of Ontario.
- A Manager's Guide to Removing Barriers from the Recruitment Selection Process in the Ontario Public Service and;
- Barrier Free Interview Best Practice Checklist for Ontario Public Service Hiring Managers

Job Advertisement

- Avoid using unnecessary technical jargon or acronyms
- If requiring a specific qualification (ie. CGA), make sure the designation is essential for the performance of the job or a regulatory requirement for the occupation.
- Wording to include on job advertisement:
 - Middlesex County is an equal opportunity employer. Accommodations are available for all parts of the recruitment process. Applicants need to make their needs known in advance.

Suggestions for writing job advertisements:

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| Proficiency in the use of CCM software | Familiarity with databases for tracking purposes and the ability to extract and manipulate data. |
| Valid class G driver's licence | Ability to travel within the region to conduct fieldwork and access to a vehicle. |
| Valid class G driver's licence (when driving is a bona fide requirement) | Valid class G driver's licence |
| 3 years experience as a tax auditor | Demonstrated experience in tax auditing involving a variety of industries, including leading/participating in several complex audits. |
| Professional accounting designation (CGA) | Extensive knowledge of general accounting theories and practices to coordinate review and manage complex financial processes. |
| Professional accounting designation (CGA) (when a professional designation is a bona fide occupational requirement) | CGA designation |

Notifying Candidates

- Ask the candidate if they need any accommodation in order to fully participate in the interview.
- If a candidate requests an accommodation, work with the applicant to determine a suitable accommodation. A candidate with a disability often knows the most appropriate accommodation. Effective accommodation requires collaboration between the employer and candidate.

Scenario:

1. Thank the candidate for their application; let them know who is calling and which position they are calling about. Ask them if they are still interested in participating in an interview.
2. Let the candidates know what they can expect from the interview (e.g. duration, number of people interviewing).
3. Ask all candidates if they require an accommodation for the interview. If a candidate says yes, then ask which kind of accommodation is required. If you do not have enough information on hand to proceed, make note of the request and commit to getting back to the candidate to confirm the specifics of the interview time and location. Contact the Human Resources Manager or Accessibility Coordinator if needed to help coordinate the accommodation request.
4. Arrange the meeting time and location.
5. Ensure that the candidate knows how to get to the interview room.
6. Thank the candidate and ask them if they have any questions. Provide contact information in case they have any questions before the interview.

Interviews

Make sure:

- The interview room and testing area (if applicable) are accessible to applicants with mobility, visual, or hearing and cognitive disabilities and appropriate equipment and/or services are in place. (e.g. sign language interpreter)
- All interview questions are directly related to and focus on the essential duties of the job.
- All interview questions are free from unnecessary technical jargons, or acronyms that are not essential to the job.

Other Rating Methods

If using methods for rating a candidate, in addition to an interview, consider these suggestions.

Tests

When using tests as a rating method, ensure that:

- Tests are designed in a way that can be completed equally well by both internal and external candidates for positions that are open.
- The test has been demonstrated to be free of bias that may disadvantage a person with a disability.
- Tests do not contain Municipal or Provincial specific language.
- Accommodations have been considered and implemented based upon the request.
- Tests are administered by trained staff.
- Answers provided by candidates are scored against pre-set criteria based on the essential job requirements.

Presentations

When using presentations as a rating method, ensure that:

- You have notified the candidates about where they can find the appropriate information to prepare the presentation in advance.
- You have communicated in advance to the candidates the preferred presentation format (ie. Using Microsoft PowerPoint)

Offer of Employment

- Add to all offer letters:
 - Middlesex County has an accommodation process in place and provides accommodations for employees with disabilities. If you require a specific accommodation because of a disability, please contact [Department Contact information] so that arrangements can be made for the appropriate accommodations to be in place before you begin your employment.

Performance Management

Tips

- Consider individual accommodation plans or accessibility needs when managing employee performance.
- The individual accommodation plan should be reviewed prior to a performance management session, to ensure that all relevant accommodations are implemented in the session and taken into account in the assessment and discussion.

Making Goals SMART

Some goals are easier to achieve than others. If an organization does not clearly identify its expectations, its employees will not know what to do. When setting goals for employees, you should make your goals SMART (Specific, Measurable, Attainable, Relevant and Time-limited).

Specific – Goals must be as specific as possible and must clearly describe the expected behaviours. For example, the goal “I want you to be friendlier to customers” is vague and open to interpretation. A specific goal, such as “I want you to smile and say hello to every customer who walks through the door”, provides the employee with an example of what “friendly” means.

Measurable – An employer should consider how success will be measured when crafting goals for employees. In the above example, the manager cannot determine whether the employee has smiled at and said hello to every customer unless he/she is watching. In this case, the manager may want to set the goal that the employee must receive one positive commendation from a customer each month.

Attainable – Goals should be realistically attainable. Asking an employee to change the attitudes of his co-workers is not realistic. Staff will disengage and become resentful if they think that a goal is impossible to achieve from the beginning.

Relevant – Goals should be relevant to an employee’s position and future development. An employee who works on a manufacturing line should not be asked to improve his customer service interactions if he does not interact with customers.

Time-limited – An employer should set a deadline for achieving the goals, but should consult with the employee to determine a reasonable time frame. If a goal is harder to achieve (e.g. increased sales during a recession), more time should be provided in which to achieve it. The employer should review the goal at the deadline to determine whether it has been achieved. An extension may be warranted if external factors have interfered with the employees ability to achieve the goal.