



Breaking Bias
Inclusive Recruitment and
Onboarding Practices

Offered to you by

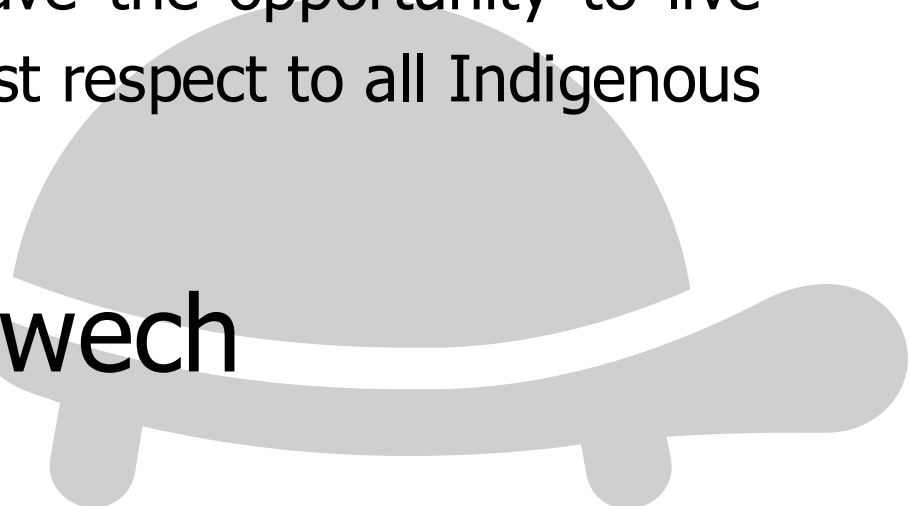
INCLUSIVITY WORKS

A capacity building program for people with disabilities

LAND ACKNOWLEDGEMENT

We would like to begin our session today by acknowledging the Robinson-Huron Treaty of 1850. We also further recognize that Collège Boréal is located on the traditional lands of the Atikameksheng Anishnawbek and that the Greater City of Sudbury also includes the traditional lands of the Wahnapiatae First Nation. We are grateful to have the opportunity to live and work on this land and we extend our deepest respect to all Indigenous peoples.

Miigwech





Shaghayegh Mardasi
Inclusion Support Officer

get
TO
Know
Us



Daphnée Traoré King
Inclusion Support Officer

PROJECT OBJECTIVE

The Inclusivity Works project, funded by Employment and Social Development Canada, aims to equip employers with the knowledge, skills and resources needed to recruit, welcome and support employees with disabilities. Through awareness activities and additional supports based on their unique needs, our goal is to give employers the tools to create a diverse and inclusive workplace, strengthening opportunities, accessibility, and equity for individuals with disabilities.



This project is funded by
the Government of Canada.





IDEA AT COLLÈGE BORÉAL

At Collège Boréal, inclusion, diversity, equity, and accessibility are fundamental values. IDEA is at the heart of our strategic plan, our culture, our values, and our *raison d'être*. We recognize that diversity is our strength, and we respect and celebrate it.

DISABILITIES IN THE WORKPLACE

***" We don't actually have a disability until
we are placed in a context that disables us."***

- Lesa Bradshaw, Disability vs. Workplace Ted Talk



*Photo taken from the 2021 *Xbox Celebrates the Disability Community* news release

HOUSEKEEPING ITEMS

➤ This is a **SAFE** space



TRAINING PLAN

- Welcome & Introductions
- Project Objective & IDEA at Boréal
- Disabilities
- Learning Objectives
- Applicant Needs
- Universal Design
- Unconscious bias
- Inclusive & Accessible Hiring
- Inclusive Job posting
- Inclusive Interview Process
- Candidate Selection & Pre-boarding
- Onboarding & Organization Integration
- Talent Retention
- Off-boarding & Wrap-up

LEARNING OUTCOMES



Recognize and Mitigate Unconscious Bias in Recruitment



Implement Inclusive Hiring Practices



Promote Accessibility in Recruitment Processes



Promote Transparency in the Recruitment Process



Conduct Inclusive Job Interviews



Implement Inclusive Onboarding Practices



DISABILITY AWARENESS:

*DISABILITY
INNOVATION AT
WORK*

WorkingNation

Disability Awareness: Disability Innovation at Work by Working Nation

SOURCE: www.youtube.com

Universal Design

Universal Design is the design of products, environments, programs and services to be usable by all people, to the greatest extent possible, without the need for adaptation or specialized design.



INCLUSIVE HIRING

Inclusive hiring involves making a conscious effort to reduce bias and ensure fairness throughout the entire hiring process. This includes creating an equitable experience at every stage—from application and interviews to selection and job offers—so that candidates from diverse backgrounds have a fair chance.



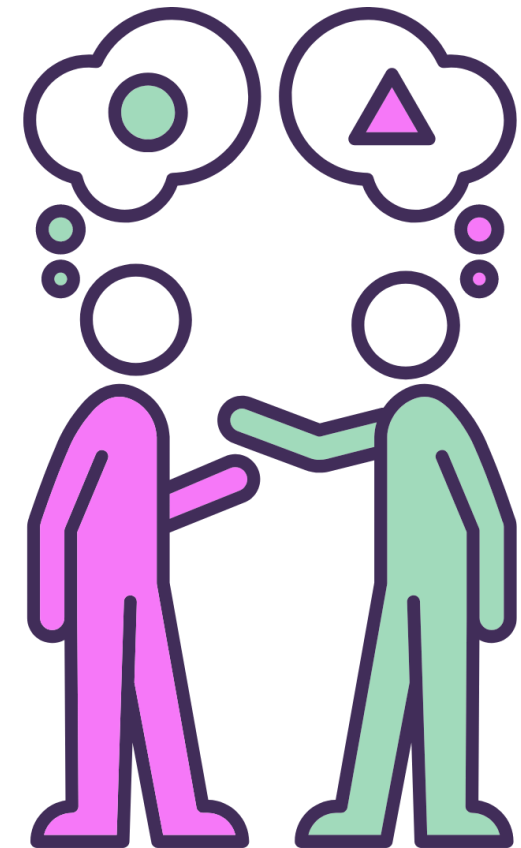
WHAT ARE UNCONSCIOUS BIASES

Unconscious biases are automatic, mental associations and stereotypes we form about certain groups of people without even realizing it. These biases are part of how our brains naturally try to make sense of the world by sorting and categorizing information.



COMMON BIASES AND HEURISTICS IN RECRUITING AND HIRING

Cultural fit Bias	Prioritizing candidates who align with the company's existing culture, potentially limiting diversity..
Confirmation Bias	Looking for information that support one's existing theories.
Gender Bias	Unequal treatment of individuals based on their gender.
Prestige Bias	Placing unnecessary emphasis on credentials from prestigious institutions.



Inclusive Hiring and Accessibility Needs of Applicants

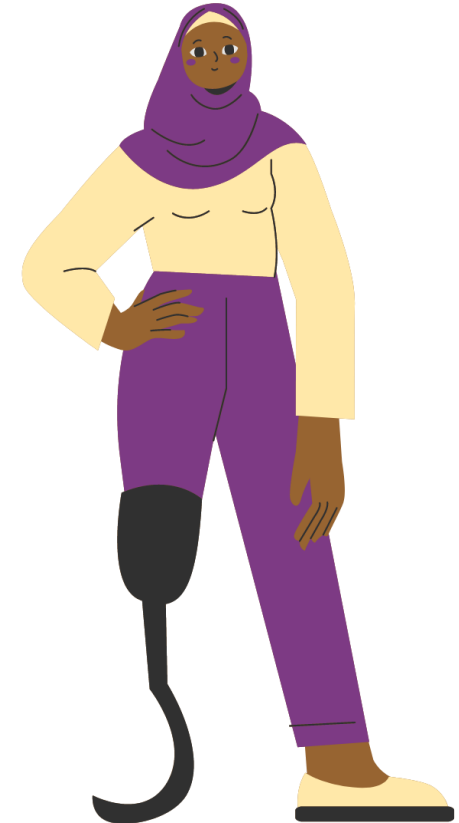


Applicant Needs

In order for Zara to be successful, she needs

1. Clear communication
2. Skills based interviews
3. Accommodations
4. Psychological Safety

Meet Zara



Clear Communication

- Clear is kind
- Identify how applicants can ask questions about the job posting and interview process.
- Ensure any documents and websites used are accessible.



Using Plain Language

Using plain language means writing in a clear, straightforward way that's easy to understand. It avoids complex words, jargon, and long sentences, making the information accessible to everyone, including those with disabilities, non-native speakers and those who might struggle with complicated text.



INCLUSIVE LANGUAGE

Inclusive language emphasizes the importance of word choice, acknowledging that the words we use can either include or exclude others. It aims to communicate in a way that is respectful and invites everyone to be part of the conversation.



THIS, NOT THAT...



Say this...

Tom has a mental health condition.

Roma has a disability.



Not that...

Tom is mentally ill.

Roma suffers from a disability.



THIS, NOT THAT...

- ✓ Say this...
Non-disabled or person without a disability
- ✗ Not that...
Normal or healthy



Skills-Based Interviews

Skill-based interviews focus on assessing a candidate's abilities, experience, and competencies directly related to the job.

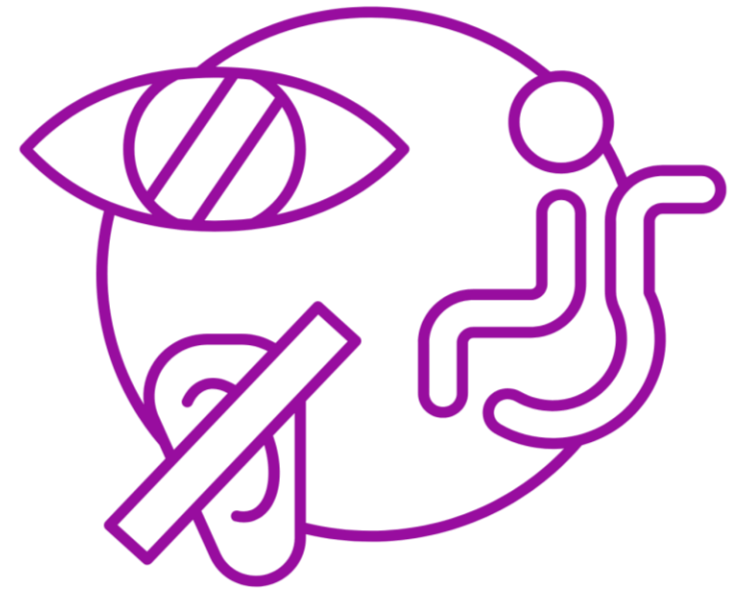


Accommodations

Accommodations are only 1 part of accessibility.

Accessibility is meant to create the environmental conditions for accommodations to be most effective.

Accessibility provides broad inclusivity, while **individual accommodations** tailor solutions to specific needs.



Psychological Safety

Psychological safety refers to an environment where individuals feel safe to express their thoughts, ideas, and concerns without fear of negative consequences.

It's a crucial element in fostering a productive and inclusive workplace because it encourages open communication, creativity, and risk-taking.



HOW TO WRITE AN INCLUSIVE JOB POSTING

When writing a job posting, it's important to ensure that the job requirements don't unintentionally exclude someone with a disability. Including physical demands that aren't essential to the role could automatically disqualify candidates with disabilities from the hiring process.



WRITING INCLUSIVE JOB POSTINGS



- Be mindful of word choice
- Use gender-neutral language
- Avoid Jargon
- Focus on essential skills
- Provide contact information
- Use accessible formatting
- Ensure web accessibility
- Highlight your commitment to IDEA
- Highlight flexibility and inclusive benefits



ACCESSIBLE FORMATTING

- Use headings
- Use large fonts
- Use high-contrast colors
- Use bullet lists
- Use accessible fonts

ACCESSIBLE FONTS	NON-ACCESSIBLE FONTS
Tahoma This font is easy to read and accessible.	Baguet Script This font is NOT accessible.
Verdana This font is easy to read and accessible.	<i>Fave Script Bold Pro</i> This font is NOT accessible.
Work sans This font is easy to read and accessible.	Forte Forward This font is NOT accessible.
Arial This font is easy to read and accessible.	<i>Gigi</i> This font is NOT accessible.

REVIEW OF EXAMPLES FROM A JOB POSTING

Original Requirement	Inclusive Requirement
Must have the ability to stand for long periods	Ability to perform job duties while seated or standing, depending on the candidate's preference or accommodation.
Must be able to hear and communicate clearly.	Effective communication skills are required, with accommodations such as assistive technology or alternative methods available if needed.
Repetitive hand and finger movements required for typing and writing	Proficiency in completing tasks that may involve typing or writing, with accommodations available as needed.

ACCESSIBLE JOB POSTINGS

Many job-seekers with disabilities search for jobs online, so it's crucial to make your online job postings accessible. Ensure your business's website complies with WCAG 2.0 web accessibility standards, which will allow more qualified candidates to find and apply for positions.

Accessibility check tools and resources:

- Accessibility Checker
- FAE – WAVE
- MAGENTA



ACCESSIBLE APPLICATION PROCESS

Accessibility means that people with different abilities, including those who use assistive technologies, can easily navigate and complete the application process.



QUICK LEARNING ACTIVITY

Zara is currently searching for her next role

Make changes to the job posting so that people with different abilities, like Zara, feel welcomed to apply.

Ensure the job posting is accessible, inclusive and bias free.



WHAT CHANGES CAN YOU MAKE FOR THE JOB POSTING TO BE MORE INCLUSIVE?

Job Description:

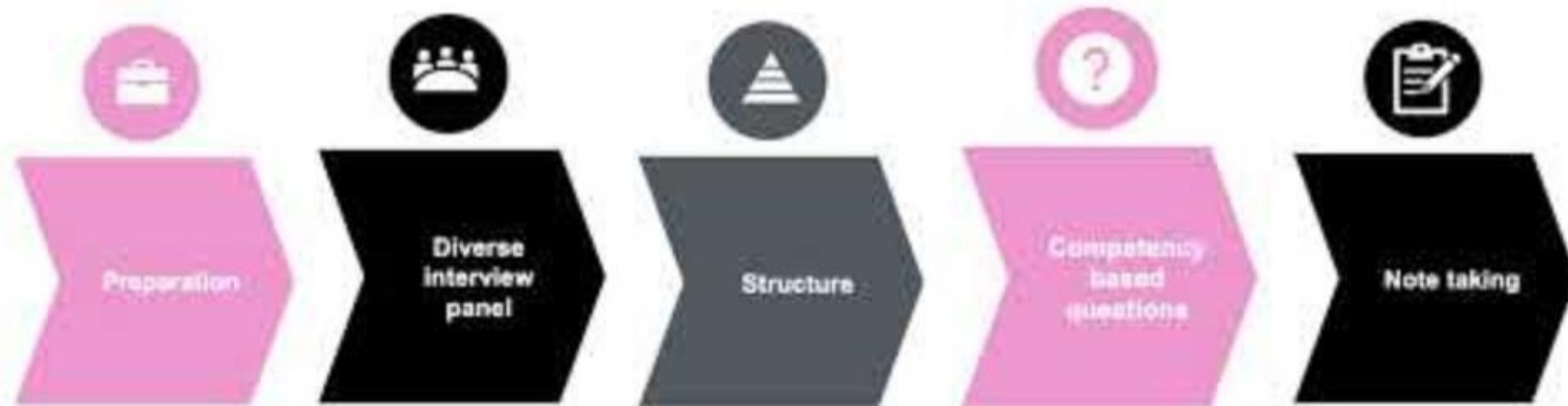
Visionary Enterprises is looking for an **administrative assistant** to support our team. The ideal candidate should be able to **perform tasks quickly** and **handle multiple responsibilities simultaneously**. Must have a **high level of organizational skills** and be **comfortable working independently**.

Requirements:

Must have the ability to work efficiently in a fast-paced environment and be able to quickly adapt to new circumstances. Must be able to type 100 words per minute with a high degree of accuracy is required. Need to have a physical ability to walk long distances throughout the office multiple times a day. And must be able to swiftly climb ladders and access elevated storage areas. Driver's license and record check required.



There are principles that can make interviews fairer for **EVERYONE**



Inclusive Interviews by Charity Culture Catalyst

THE JOB POSTING IS UP! NOW WHAT?



- On average, recruiters spend 2/3 of their hiring time on the interview process.
- 60% of recruiters say that they regularly lose candidates before they're able to schedule an interview.
- 25% of disabled workers have experienced discrimination during the job interview process.

ACCESSIBLE INTERVIEWING CHECKLIST

- Location of the interview
- Interview space setup
- Format of the skills assessments/tests
- Support
- Paperwork



INCLUSIVE HIRING PRACTICES

- **Resume Redaction**

- Program that removes names, addresses and education institutions' names

- **Anonymous Assessments**

- Incognito testing to evaluate candidate's skills

- **Structured Interviews**

- Utilizing standardized questions & criteria

- **Diverse Hiring Panels**

- Having a variety of backgrounds, departments and roles will allow for different perspectives to form a well-rounded evaluation



BENEFITS & CHALLENGES OF INCLUSIVE RECRUITMENT PRACTICES

Benefits	Challenges
Promoting Diversity	Limited Information
Reducing Unconscious Bias	Potential for Backlash
Enhancing Employee Engagement	Resistance to Change
Improving Organizational Performance	Unintended Consequences

COMMUNICATING & MANAGING CHANGE

STRATEGIES THAT MAY HELP EMPLOYEES ADJUST TO CHANGE INCLUDE:

- Providing advanced notice of change.
- Explaining reasons for changes.
- Providing timelines for change.
- Allowing time to process and respond to the change.
- Creating space to answer employee questions about the change.
- Involving employees in the process of managing change.
- Regularly checking in - being patient, understanding, and flexible during any change



INTERVIEW PROCESS

Expectations:

- Name pronunciation
- Dress code for interview
- Alternative accommodating methods
- Provide the questions beforehand
- Accommodations "menu"



Before

INTERVIEWS

- Send out a call for any accommodation requests to ALL interviewees.
- Be extremely clear that requests will not impact outcome of the interview
- Consider providing the interviewee-specific questions ahead of time.

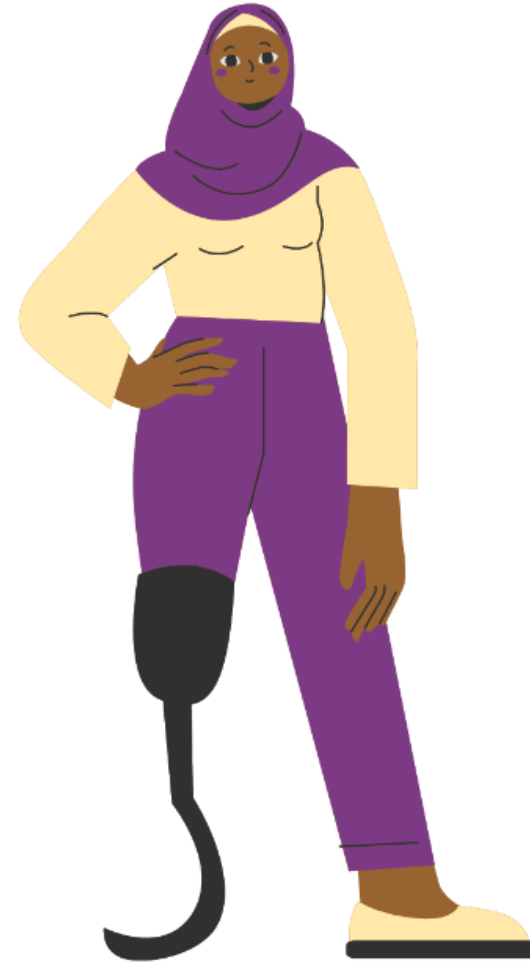


QUICK CHECK-IN :

Zara is applying for a job at your organization & needs to know what accommodations are offered.

Let's create an accommodations menu for your organizations. Identify what needs can be readily accommodated.

It's all about perspective. We want to ensure job seekers with disabilities have access to an accessible work environment where they feel included and like they belong.



INTERVIEWS

Before

Provide an interview package to ALL candidates.

- Location address
- Parking & Security info
- Wayfinding (with a map)
- Brief agenda of interview



INTERVIEWS

During

- Sit side-by-side, instead of across, from the interviewee.
- Don't use eye contact as a measure of focus, honesty, or listening.
- Incorporate a skills-based portion.



Skill-based Interviews

Skill-based interviews focus on assessing a candidate's abilities, experience, and competencies directly related to the job rather than their background, education, or personal characteristics.



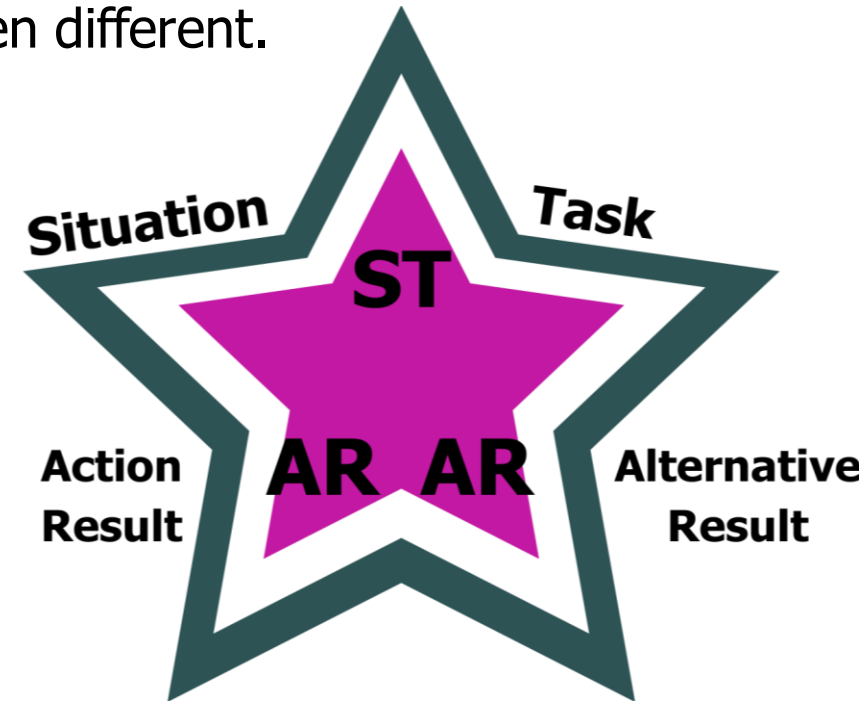
DDI'S STAR METHOD

- DDI invented the STAR method as one of the simplest and most effective ways of communicating during an interview or feedback. It is based on 3 simple elements:
- **ST: Situation/Task** - Explain the situation or task so that others understand the context.
- **A: Action** - Give details of what you or someone else did to deal with the situation.
- **R: Result** - Describe what was achieved by the action and why it was effective.



STAR/AR METHOD

- **ST: Situation/Task** - Explain the situation or task.
- **A: Action** - Give details of what you or someone else did to deal with a situation.
- **R: Result** - Describe the consequences, and why the action was ineffective.
- **AA: Alternative action** - Describe what could have been different.
- **AR: Alternative result** - Explain how a different action could have produced a better result.



THE INTERVIEW PROCESS IS DONE! NOW WHAT?

- Review skills assessment(s) results
- Evaluate each candidates' performance
- Check the candidates' references
- Conduct background checks (if applicable)



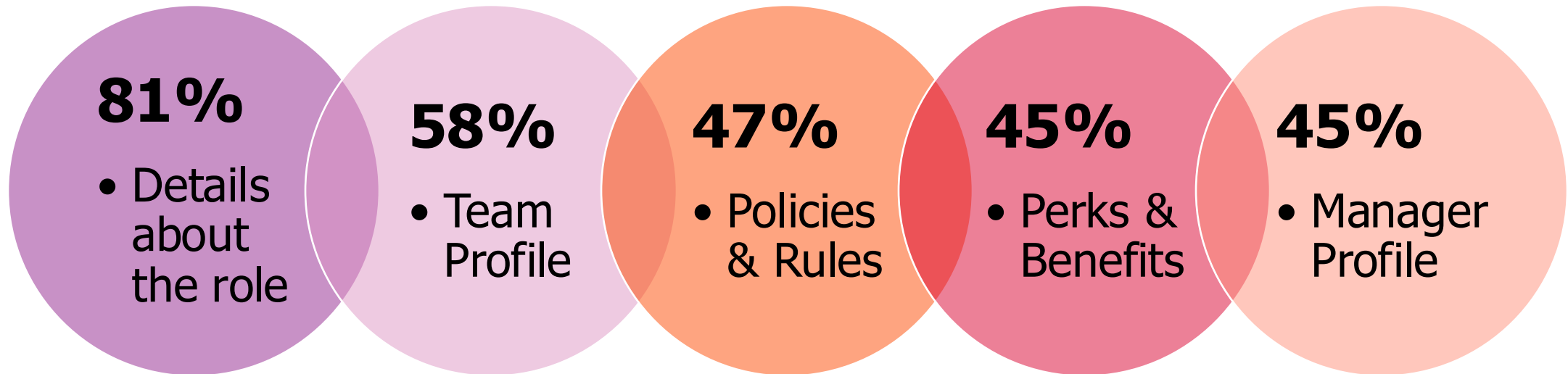
THE CANDIDATE ACCEPTED THE OFFER! NOW WHAT?

Advise all candidates of their respective outcomes

1. Personalization: Address each candidate personally!
2. Begin with gratitude: Thank the candidate!
3. Communicate the decision clearly
 - Successful candidates: Congratulate them & provide details on the next steps.
 - Unsuccessful candidates: Inform them that they were not selected.
Be clear but compassionate!
4. Provide feedback for improvement (where possible).
5. Encourage future applications & keep the door open (for unsuccessful candidates).
6. Close positively: End on a positive note!



WHAT DO NEW HIRES WANT DURING THE PRE-BOARDING STAGE?

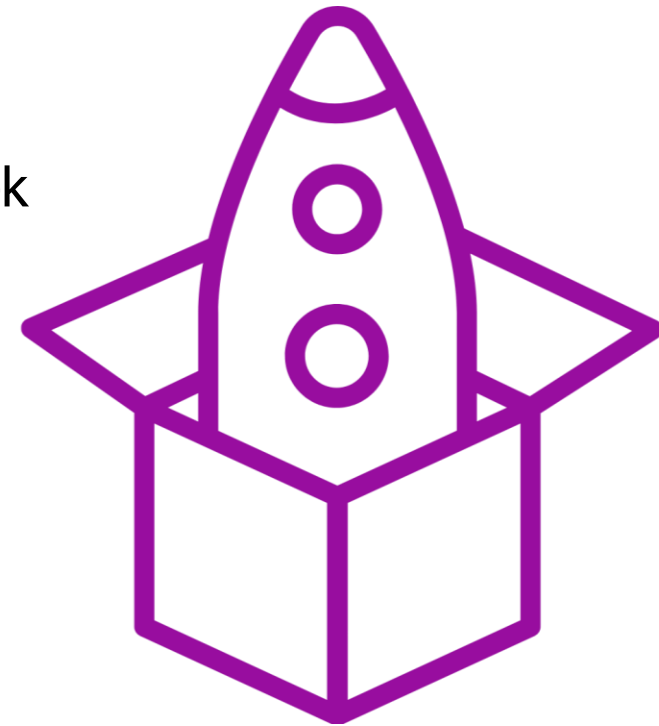


PRE-BOARDING YOUR NEW EMPLOYEE

The term, "pre-boarding" refers to whatever process your company has up and running when the candidate accepts their job offer, right the way through to their first actual day working for you.

The pre-boarding process can include:

1. Sending of welcome emails
2. Drafting the agenda for the first day and the first week
3. Sending and completing pre-employment paperwork
4. Preparing the work environment and equipment
5. Informing the team of the new hire
6. Drafting a 30-60-90-day plan
7. Stay in touch



THE ULTIMATE PRE-BOARDING CHECKLIST

Housekeeping items before the first day



GET IN TOUCH WITH IT
FOR NEW HARDWARE
AND SOFTWARE



GATHER NEW HIRE
PAPERWORK FROM
PAYROLL AND BENEFITS



ORGANIZE NEW HIRE
LUNCH



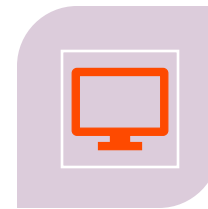
PRINT NAMETAGS FOR
NEW HIRE
ORIENTATION &
SCHEDULE BADGE AND
EMPLOYEE PHOTOS



PREPARE PARKING
PERMIT INFORMATION/
PAPERWORK (IF
APPLICABLE)



SET UP TIMESHEET(S)
(OPTIONAL)



DESK OR WORKSPACE
SETUP



ONBOARDING YOUR NEW EMPLOYEE

The term, "Onboarding" refers to the process of integrating new hires into an organization and providing them with the tools, resources, and knowledge they need to succeed in their roles. It typically involves a series of activities and steps designed to help new employees understand the company culture, policies, and expectations, as well as to familiarize them with their specific job responsibilities and colleagues.

The onboarding process can include:

- 1.Orientation
- 2.Training
- 3.Mentoring and Support
- 4.Administrative Tasks
- 5.Social Integration



THE GOAL: AN INCLUSIVE EMPLOYEE ONBOARDING EXPERIENCE

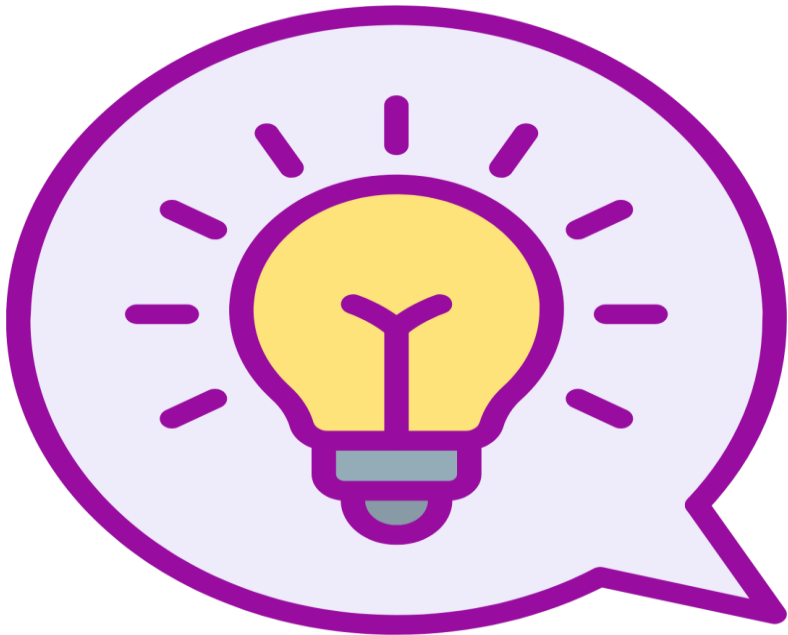
The onboarding process should aim to make new employees feel **welcomed**, **valued**, and **integrated** into the company culture.



18% of employees do not feel included within their organization.

Source: Accenture, 2020

7 ONBOARDING TIPS TO HELP NEW HIRES FEEL CONFIDENT AND CAPABLE



- 1 • Don't overwhelm new hires
- 2 • Keep it light
- 3 • Involve Management and executives
- 4 • Ensure proper training
- 5 • Integrate new hires into the company culture
- 6 • Establish performance goals
- 7 • Check in outside of scheduled meetings

INCLUSIVE ONBOARDING PROCESS

1. Pre-arrival preparation

- Gather information
- Review policies and practices
- Prepare the team

2. Day one experience

- Accessible welcome package
- Personalized introduction
- Inclusive Language

3. Creating a supportive environment

- Buddy system
- Flexible onboarding schedule
- Open communication channels

4. Ongoing engagement

- Regular check-ins
- Training and development
- Encourage participation

5. Feedback and improvement

- Seek feedback
- Measure success

6. Foster a culture of inclusion

- Promote IDEA initiatives
- Recognize contributions



INCLUSIVE EMPLOYEE ONBOARDING



REPRESENTATION

Ensure that orientation materials (slides, videos, handouts) reflect diverse backgrounds and experiences.

PHYSICAL AND DIGITAL ACCESSIBILITY

Ensure that all orientation materials, spaces, and activities are accessible. This includes physical access (ramps, elevators) and digital access (screen reader compatibility, captioning).

DISCUSS EMPLOYEE ACCESSIBILITY NEEDS

Accessibility needs is not a one and done conversation!

- Share available options
- Communicate the Process when applicable
- Integrate into Onboarding and ongoing check-ins
- Language Matters



ONBOARDING FEEDBACK MECHANISMS

FEEDBACK IS IMPORTANT. EVERY VOICE MATTERS!

Establish channels for new employees to provide feedback about the orientation process, ensuring that their voices contribute to future improvements.



ORGANIZATIONAL INTEGRATION

COMMUNITY BUILDING

Foster a sense of belonging through employee resource groups (ERGs) that represent various identities and experiences, including those of people with disabilities.

Organize team-building activities that are inclusive and accessible to everyone.



ORGANIZATIONAL INTEGRATION

SUPPORTIVE SOCIAL SITUATIONS

Employees may have varying preferences and comfort levels when it comes to socializing in the workplace. Strategies for creating more inclusive social situations include:

- Providing advanced notice of social events.
- Empowering and encouraging employees to participate in social committees.
- Ensuring quiet spaces are available at an event or social gathering.
- Allowing employees to skip (or attend a portion of) social events without judgement or repercussions.
- Connecting employees with a buddy to help them navigate social events (if needed)



ORGANIZATIONAL INTEGRATION

INCLUSIVE POLICIES & PRACTICES

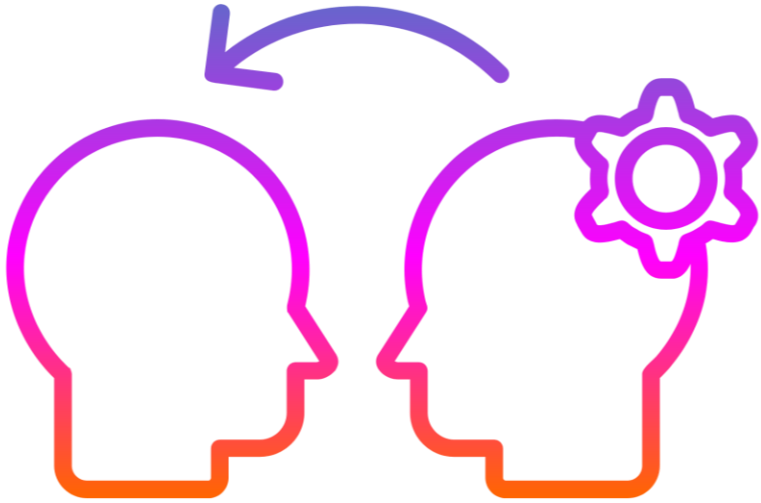
Ensure that workplace policies promote inclusivity and equity. This includes recruitment, promotion, and retention strategies that actively seek to eliminate biases.

REGULAR ASSESSMENT AND IMPROVEMENT

Conduct regular assessments of the organization's inclusivity and accessibility initiatives. Solicit feedback from employees with disabilities to identify areas for improvement.

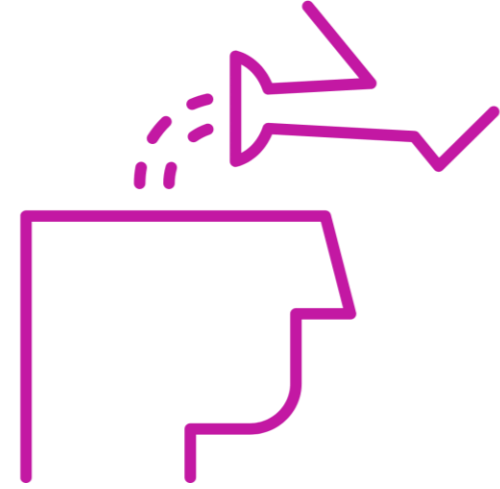


WORKPLACE MENTORSHIP



Mentorship is a relationship between colleagues aimed at fostering growth and development. Typically, a more experienced or senior employee (the mentor) provides guidance, support, and advice to a less experienced or junior employee (the mentee). This relationship helps the mentee develop skills, advance their career, and navigate workplace challenges.

WORKPLACE MENTORSHIP



WHY WORKPLACE MENTORSHIP?

Organizations that provide mentors to professionals with a disability reported a 16% increase in profitability, 18% increase in productivity, and 12% in customer loyalty overall.

VARIOUS FORMS OF MENTORSHIP

- one-on-one mentoring
- peer mentoring
- group mentoring
- reverse mentoring

Each type offers unique benefits and can be tailored to meet specific needs.



How reverse mentorship can help create better leaders by The Way We Work, a TED series

SOURCE: www.youtube.com

MENTORSHIP PROGRAM BENEFITS

Benefits to Employers

- Helps with new hire orientation.
- Increases performance and productivity.
- Increased ability to serve diverse clients.
- Increased retention and succession planning.

Benefits to Mentees

- Helps navigate.
- Provides support and sounding board.
- Helps develop self-confidence and problem solve.
- Helps self-assess and set development goals.

Benefits to Mentors

- Opportunity to pass on knowledge.
- Personal fulfillment from nurturing professional growth in coworkers.
- Opportunity to be recognized for the guidance.

BOOST EMPLOYEE CONFIDENCE



- Create regular feedback loops with employees; don't save it for performance reviews.
- Address concerns as they arise.
- Provide feedback that is honest, nonjudgmental, and clear.
- Review any supports and adjustments employees might need.
- Be transparent about what's involved in planned performance reviews.
- Provide employees with a draft of their performance review in advance

TALENT RETENTION

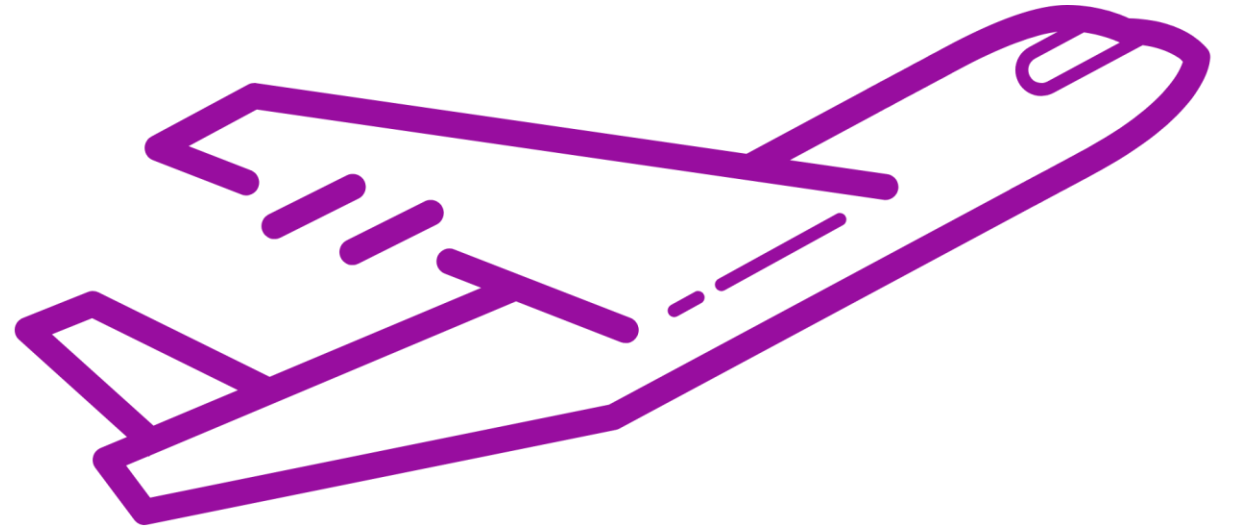
PROMOTE EMPLOYEE SUCCESS BY EMBRACING STRATEGIES THAT:

- Respect communication preferences.
- Create consistent and clear feedback loops.
- Communicate and manage change.
- Support access to social situations



THE EMPLOYEE IS LEAVING... NOW WHAT?

Asking a former employee the right questions during an exit interview will help employers learn from their experience, reflect on the feedback and make meaningful changes.



OFF-BOARDING

Exit Interview Questions to Consider

**Reasons for
Leaving**

Job Satisfaction

**Support and
Development**

**Constructive
Feedback**

**Support and
Adjustments**

**Communication
and Inclusion**

**Overall
Experience**

KEY TAKEAWAY POINTS



- Needs of job applicants
- Universal Design
- Recognizing & Eliminating unconscious biases
- Inclusive & Accessible Job Posting
- Inclusive Hiring Practices
- Interview Process
- STAR & STAR/AR Methods
- Processes of Pre-boarding, Onboarding & Offboarding
- Mentorships in the workplace
- Organizational Integration & Talent Retention



How to Help Employees With Disabilities Thrive | The Way We Work, a TED series

SOURCE: www.youtube.com

INTERESTED IN LEARNING MORE?

Building Bridges: An Introduction to IDEA in the Workplace

Building a Culture of Inclusion: Leadership Best Practices

Breaking Bias: A Comprehensive Guide to Inclusive Recruitment and Onboarding Practices

Breaking Barriers: The Essentials of Workplace Accessibility

Breaking Stigmas: Understanding Mental Health and Substance Use in the Workplace

In partnership with Stride

Neurodiversity: Understanding Autism and Cognitive Differences

In partnership with Norquest College's Autism Cantech! Program

Contact us to inquire about our upcoming in-depth IDEA trainings.

Don't see what you're looking for?

Let's talk; let us know what you need, we might just be able to help!

THANK YOU!

Questions?



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