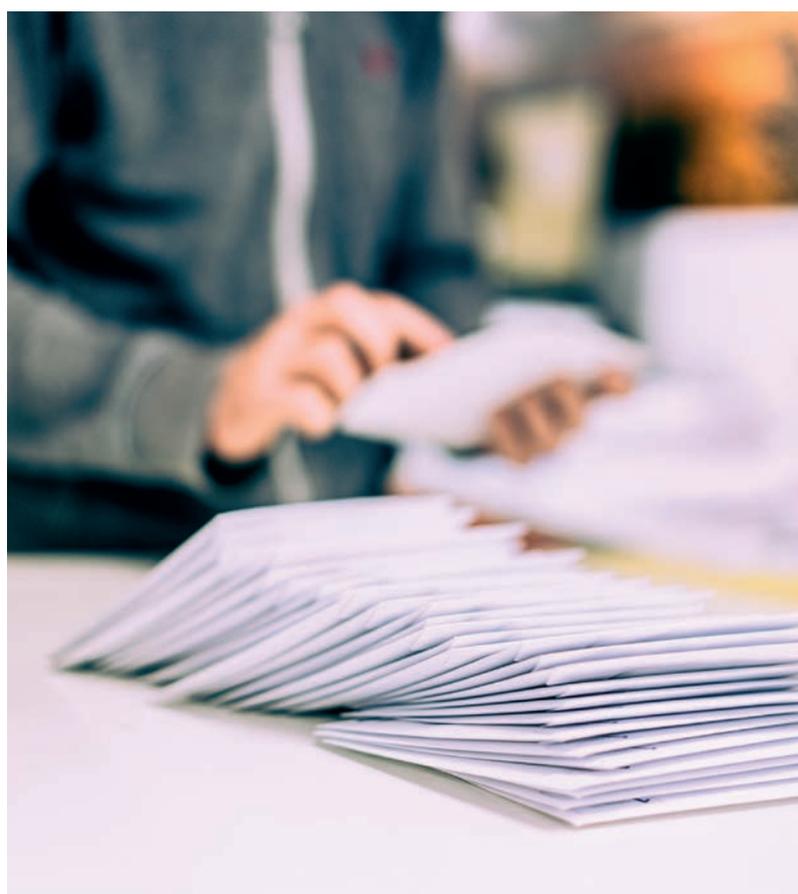
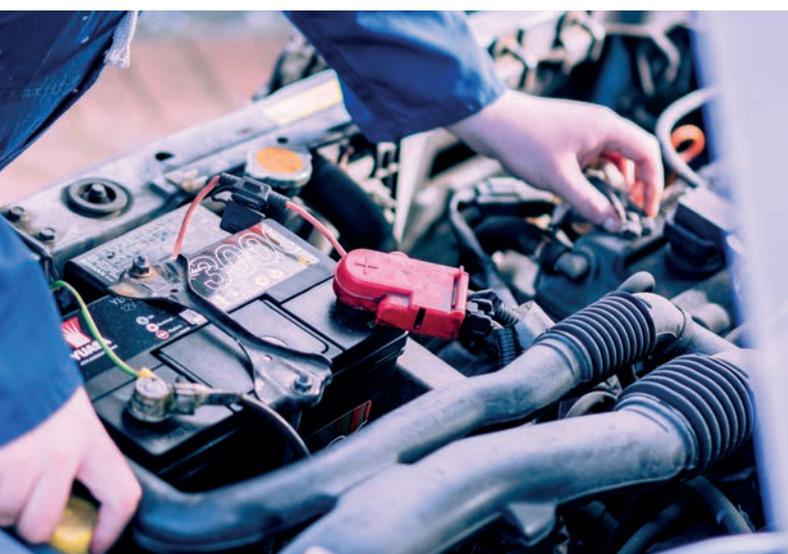


# Employment and Disability: Good Practice Guide for Employers in Guernsey





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## Foreword

I am grateful to you for taking the time to read this good practice guide and I hope that you will find it to be useful and informative.

This guide is intended to be used as a reference document for employers who wish to maximise the potential of disabled people who are, in essence, an untapped workforce but have a huge range of experience and potential. Moreover, the guide is intended to be practical and helpful and to give employers information that could assist them in the future to meet the requirements of the forthcoming disability discrimination legislation in Guernsey.

In my experience of working with employers regarding employment and disability, I have found that in general employers want to do the right thing and they genuinely want to support disabled people into employment. However, occasionally employers can be a wee bit apprehensive and uncertain and this guide is intended to give confidence and guidance to managers and staff in dealing with employment and disability matters.

The production of this guide stems from the States of Guernsey's Disability and Inclusion Strategy which aims to improve employment opportunities for disabled people and to promote more positive and inclusive attitudes towards disability in the community.

Several years ago I co-authored the Guide for Employers in Jersey and I am most grateful to the Jersey Employment Trust and in particular their CEO, Jocelyn Butterworth in allowing us to use the model of their successful guide.

I would like to thank the many people and organisations in Guernsey that provided valuable input and advice for this guide and a comprehensive list can be found on page 63. However, I would single out the contributions of Toni Airley, Louise Hall and Jo Cottell who spent a great deal of time and went beyond the call of duty.

I would also acknowledge Ed Ashton and Caroline Mullins from the States of Guernsey for their support in the production of this guide.

Any comments or feedback would be greatly appreciated and can be sent to me at **Michael.Evans@get.org.gg** or by telephone **01481 247999**.



**Michael J Evans**  
Chief Executive  
Guernsey Employment Trust



## Welcome from States of Guernsey

The Committee for Employment & Social Security was pleased to commission the Guernsey Employment Trust to work with us on delivering a Good Practice Guide on Disability, for employers who want to create more inclusive, accessible workplaces. As the Committee's political lead for the Disability & Inclusion Strategy, I've welcomed the opportunity to support this project. We know that diversity matters: inclusive workplaces, policies and practices allow employers to tap into the talents of a much wider workforce, and often to serve customers more effectively – as employees from diverse backgrounds bring their skills, insight and experience to the way the organisation works. As well as realising the potential of many younger disabled islanders, employers with more inclusive workplaces will be well-prepared for Guernsey's ageing population – ready to adjust to the increase in disability and caring responsibilities that are an almost-inevitable part of growing older, and able to ensure that they don't lose much-valued and experienced older workers as a result. The Committee hopes that employers and employees alike will find this a helpful and practical guide to creating a workplace where disability is no barrier, and everyone is valued and able to give of their best.



**Emilie Yerby**  
Deputy  
States of Guernsey



## Supporting Statements

### Supporting Statement – Employment Relations Service

Whilst Guernsey currently has limited discrimination legislation in place, (relating to gender and gender reassignment in the workplace only) the Employment Relations Service has long encouraged a drive towards providing an environment of equal opportunities in the workplace for all.

Employers who provide a diverse and inclusive environment, offering fairness and flexibility, are likely to recruit and retain employees who perform well.

Having read this guide, the Employment Relations Service fully endorses the information provided and believes it supports the approach we seek to encourage.

We hope this will be used by all employers to develop and improve their practices and policies and encourage more inclusive workplaces in advance of legislation being introduced.



**Toni Airley**  
Senior Employment Relations Officer  
States of Guernsey

 States of Guernsey  
Employment Relations Service

### Supporting Statement – Chamber of Commerce

The Chamber of Commerce is committed to supporting inclusivity and accessibility to people with disability. Disability is a wide group with differing requirements, some of which aren't always apparent. Flexibility on the parts of employers and employees is essential to enable everyone to contribute to our wonderful community.

The Guernsey Employment Trust are leading the debate by promoting proactive consideration of employment opportunities for people with a disability. This ground-upwards approach to challenging cultural attitudes, through education and awareness is, to many people, a far more effective path towards bringing about positive change than what can be achieved purely by implementing legislation, whatever that legislation might be.

Accessibility is central to creating a mobile flexible workforce that meets our island's needs, we applaud the Trust's work to support the Disability and Inclusion Strategy, and look forward to working with them on behalf of business.



**Martyn Dorey**  
President  
Chamber of Commerce



### Supporting Statement – Chartered Institute of Personnel and Development (CIPD)

Without question there are challenges that come from employing people with disabilities, but more often than not, the solutions to those challenges simply need a little common sense and experience and usually cost businesses nothing. In return what an employer receives is an employee who is dedicated and loyal to the company which in the competitive market for the best candidates, is worth its weight in gold.

This Guide should help and support Guernsey's businesses with what good practice looks like and provide some practical tips on many of the areas that need considering as an employer in Guernsey when you employ staff with a disability.

Not all businesses are of the size where everything contained within the Guide needs to be in place but by having reference to something that is specifically designed for the Bailiwick, it allows opportunity for businesses to develop a greater understanding of what is involved in disability and to do something about it!



**Caroline Shakerley**  
Chair  
Guernsey CIPD branch



### Supporting Statement – Earlswood Garden Centre Ltd

As a local employer I'm delighted that this guide has been created. As a smaller business, we don't always have the expertise and experience, or knowledge of best practice that multinational organisations may have, so to have a locally relevant accessible resource like this is ideal.

I believe there's a largely untapped pool of disabled people of working age with the skills and attitudes ideal for filling some of the roles that arise in our business; having guidance on how to access this pool as well as a list of contacts that can support with the recruitment and ongoing employment of a disabled person makes a huge difference.

Sometimes not knowing how best to approach disability can get in the way of finding the right person for the job - this guide will give us the confidence we need to reach out to and consider applicants with disabilities alongside the rest of the workforce.



**Ian Hayward**  
Earlswood



## Introduction

The States of Deliberation approved the Disability and Inclusion Strategy in November 2013. The Disability and Inclusion Strategy aims to improve the quality of life of disabled islanders and their carers through changing attitudes so that they can be active and engaged socially, economically and culturally in the Guernsey community.

It intends to do this by:

- Improving opportunities for disabled people and carers to participate across society.
- Promoting more positive and inclusive attitudes towards disability in the community.
- Challenging instances of disadvantage facing disabled islanders.

Within the Strategy there is a commitment to introduce legislation to protect disabled islanders from discrimination which will include discrimination in employment.

Also contained in the Strategy was the aim to create the Guernsey Employment Trust to help disabled people prepare for, find and maintain employment, and to provide information for businesses in preparation for the forthcoming legislation.

Employers should strive to employ the right person for every role in their organisation and to retain valuable and effective staff for as long as possible. By ensuring that this aim includes disabled people or people with a long term health issue, a wider pool of

talent and experience will be available to benefit the organisation. To put this in perspective, it is estimated by the Office for Disability Issues in the UK that there were 5.7 million disabled people of working age in Great Britain.<sup>1</sup> This represents 14% of the working age population in Great Britain. If these figures are applied to Guernsey which has a working age population of 40,475<sup>2</sup> then it is estimated that there are more than 5,500 of working age people with a disability or long term health condition.

Employers tell us that disabled people can be a labour source that provides some of the best employees within an organisation. They are generally dependable, dedicated, hardworking, and productive. Unfortunately, many employers are not aware of this potential source of skilled workers. Even those who recognise the potential of this labour pool do not know how to reach them, and are concerned about the perceived cost and challenge of providing any reasonable adjustments.

This Guide aims to support anticipated legislation in Guernsey, to assist employers meet their future legal responsibilities and implement good practice advice and guidance that may well go beyond forthcoming legislation. The issues surrounding employment and disability can sound demanding but, approached with goodwill and common sense, good practice can provide a framework to develop a supportive organisation.

This Guide goes on to describe elements of good practice that should be embedded into managerial practice and organisational culture. There is guidance on recruitment and selection, retention and redeployment, redundancy, disciplinary hearings and work experience placements.

Findings<sup>3</sup> indicate that 'a range of policies and interventions tailored to disabled people, particular employment needs and circumstances, as well as their life experience, is likely to be most effective in challenging the disadvantages they face in the labour market', and concluded that there is 'the need to raise co-workers' and managers' awareness of disability'.

Some people avoid issues surrounding disability as they fear 'doing the wrong thing'. As all disabled people are individuals, complete guidance cannot be given on what words to use or how to support them. However, this Guide includes tips on disability etiquette, commonly accepted language and suggested ways to support people with particular disabilities which will reduce any chance of awkwardness.

The final section provides details of sources of support that can be accessed to facilitate employment of disabled people.

Much of the good practice described will not only support disabled people but also be of benefit to all applicants and employees.

<sup>3</sup> Hirst, M., Thornton, P., Dearey, M. & Maynard Campbell, S. (2004) – The Employment of Disabled People in the Public Sector: A Review of Data and Literature. Published by the Disability Rights Commission.



<sup>1</sup> HM Government - The Office for Disability Issues 2011.  
<https://www.gov.uk/government/statistics/disability-prevalence-estimates-200203-to-201112-apr-to-mar>

<sup>2</sup> Guernsey Quarterly Population, Employment and Earnings Bulletin Quarter 4: 2015

## Disability discrimination

As part of the Disability and Inclusion Strategy, the States of Guernsey will introduce disability discrimination legislation that will encompass employment.

The primary objective of disability discrimination legislation is to protect disabled people and carers from discrimination, to bring greater equality of opportunity for them to participate in society and reduce the number of barriers they have to overcome in all aspects of life.

The forthcoming legislation will be introduced by an Ordinance which will explain (in the form of statutory definitions) what is meant by terms such as ‘discrimination’ and ‘disability’. The Ordinance will also include provisions dealing with exclusions from the requirements of the law, monitoring, governance, dispute resolution process etc. The intention of this Guide is not to provide legal advice, and should not be relied upon as such, but to offer practical guidance. Employers may also need to obtain their own legal advice on the approach to take in any particular case.

### What is meant by disability?

The United Nations Convention on the Rights of Persons with Disabilities (UNCRPD) recognises that people with disabilities include, among others, those with: ‘physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others’. This includes all forms of disability including physical disabilities, mental health issues, sensory impairments, autism, brain injuries and learning difficulties.

The UN Convention notes that society’s understanding of disability is evolving, and that the social attitudes and environments which exclude people are as much a part of disability as the physical or mental characteristics of the individual person.

It is important to remember that not all individuals who would be covered by this description would regard themselves as having a disability – research in the UK found that 52% of people who would meet the UK definition of disability did not identify themselves as having a disability<sup>4</sup>. Employers should also remember that anyone that has a condition that fits the definition of disability in this Guide is included; they do not need to have a particular diagnosis or identify themselves as disabled.

For the avoidance of doubt, what is meant by disability, set out in this Guide should not be taken as an indication of how disability may be defined in future Guernsey disability discrimination legislation.

### What is meant by disability discrimination?

For the purposes of this Guide we will use the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD) definition from Article 2 which states:

Discrimination on the basis of disability means any distinction, exclusion or restriction on the basis of disability which has the purpose or effect of impairing or nullifying the recognition, enjoyment or exercise, on an equal basis with others, of all human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field. It includes all forms of discrimination, including denial of reasonable accommodation.

<sup>4</sup> A Practical Guide to the Law and Best Practice for Employers. Published by the Disability Rights Commission.

## Types of discrimination / disadvantage

In developing and introducing good practice to the workplace, employers should be careful to avoid any form of disability discrimination or acts that will directly or indirectly disadvantage certain people. There are three kinds of potential acts or policies that could be considered discriminatory covered for the purposes of this Guide:

- Direct discrimination
- Indirect discrimination
- Failure to make reasonable adjustments

### Direct discrimination

Direct discrimination occurs when someone with a disability is treated less favourably than someone without a disability in the same circumstances, simply because of that disability. Usually this is based on generalised, or stereotypical, assumptions about the disability or its effects and not considering a person’s individual abilities. There is no justification for direct discrimination.

### EXAMPLE

Having a blanket ban on anyone with a particular condition being employed would be direct discrimination, for example, “we are not going to recruit someone with a history of depression, no matter what”. This would be direct discrimination.”.

### Indirect discrimination

Indirect discrimination broadly occurs where an employer applies a provision, criterion or practice to people generally but it puts disabled people at a particular disadvantage, in comparison with people who do not have a disability.

This type of discrimination focuses on how a person’s disability affects them and how this affects their employment and often occurs when a specific provision is applied to everyone, which in reality substantially disadvantages some people, as demonstrated by the following case study.



## CASE STUDY

A large international hotel chain introduced a new telephone exchange and caller ID system which was installed across all sites. One of the receptionists had a visual impairment and had previously used software to enlarge the text on the screen. The new protocol on answering the telephone stated that external calls and internal calls had to be answered with a different greeting message. The notification as for whether a call was external or internal was identified on screen as the call came in, but this was too small for the receptionist in question to see. The new exchange was not compatible with the vision software the employee used and it was not possible to link it to an audio adaption. Extensive discussions took place at a local and corporate level to see if the receptionist could have a standard greeting but this was declined by the head office. The receptionist's contract was terminated. This could be classed as indirect discrimination.

Unlike direct discrimination, indirect discrimination can occasionally be justified as long as there is a material and substantial reason for doing so. It must also have been considered whether any reasonable adjustments could be made to remove any barriers.

### **Making reasonable adjustments**

Employers should consider making 'reasonable adjustments' to their workplace environments and employment processes to ensure that they implement good practice, offer equal employment opportunities and that a disabled person is not discriminated against or disadvantaged.

Good practice suggests that employers should make reasonable adjustments to any "provision, criterion or practice" that the employer applies and to physical features of any premises in order to accommodate the needs of a worker or job applicant with a disability. It is not discriminatory against other employees to make these adjustments for an employee with a disability. It is the employer's responsibility to consider if any adjustments are required as soon as they are aware that a person has a disability. The employer should not wait for an individual to ask for what they need.



## CASE STUDY

A man with a severe visual impairment, which cannot be corrected by glasses, is not selected for a job as a bus driver as he cannot carry out the essential requirements of the job.

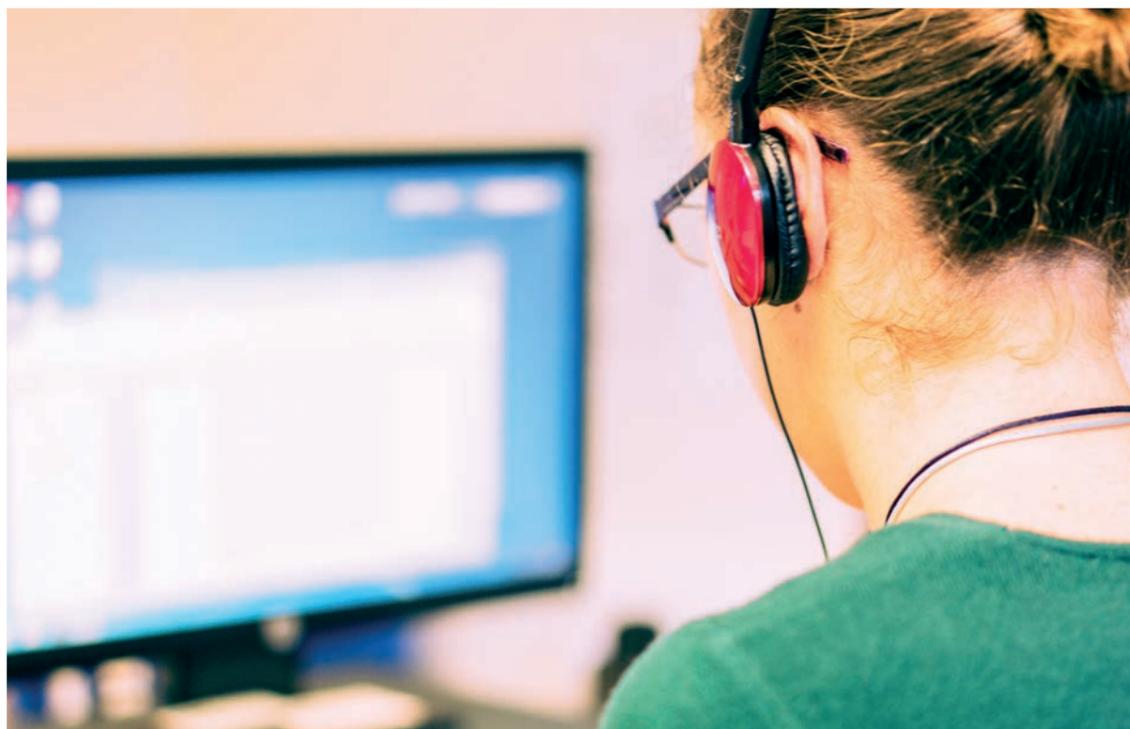
This is likely to be justified as the reason he is not selected is a substantial one, is clearly linked to the safe performance of the role, and where no reasonable adjustments could be made that would have made a difference to his performance in that role.

### **What kind of adjustments might be appropriate?**

The following are examples of the kind of reasonable adjustments that an employer might make in relation to a disabled person:

- Allocating some duties to another person
- Transferring the disabled person to an existing and more appropriate vacancy
- Providing a reader, signer or interpreter
- Altering the disabled person's working hours
- Facilitating a graded/phased return after a long period of sickness
- Acquiring new or modifying existing equipment
- Providing additional supervision, coaching or mentoring
- Modifying procedures for testing or assessment

This list is not exhaustive but shows some reasonable adjustments that could be made.



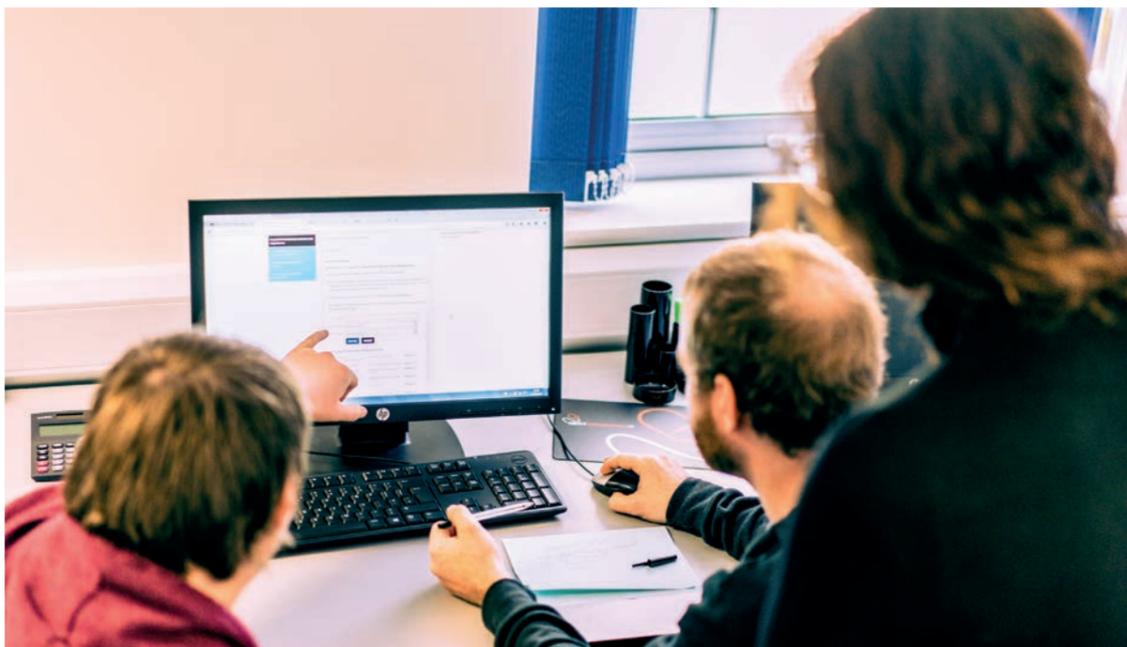
## What is considered 'reasonable'?

Good practice would only expect an employer to make an adjustment if it is considered to be 'reasonable'. It could be considered discriminatory if an employer does not make an adjustment that is considered 'reasonable'.

The employer is entitled to take into account all circumstances when deciding what steps it would be reasonable to take. This includes:

- Effectiveness – will the adjustment prevent the disadvantage? It is important not to make assumptions about what will be effective. Possible adjustments should be discussed with the individual and never imposed. In most cases, the disabled person will have a better understanding of what measures will help and there are services within Guernsey that can assist. (See Sources of Support on page 57)
- Practicality – how practical is it to make an adjustment? Would it help or hinder other members of staff or have a neutral impact?
- Financial and other costs – how much will the adjustment cost and will it disrupt any of the organisation's activities? Many reasonable adjustments cost little or nothing to implement. Employers could consider if any assistance or support is available.
- Nature of employer's activity and size of undertaking – what may be reasonable in a very large company may not necessarily be so in a very small company.

Employers should note that forthcoming legislation in Guernsey is likely to include further important protection outlawing disability-related victimisation and harassment (or bullying) against disabled people or their carers in the workplace. Victimisation could be in the form of an employer dismissing or otherwise retaliating against an employee who has brought a disability discrimination claim, or got involved in some way with a disability discrimination claim (e.g. as a witness for another employee), or complained about any form of harassment relating to disability. Harassment in this context is unwanted behaviour, whether intended or not, that is related to disability and which causes feelings such as offence or humiliation or hurt, or creates an intimidating or hostile working environment. It can include behaviour such as name-calling or making fun of a disabled person's disability or of making fun of disabled people generally.



## Potential organisational consequences

By taking steps to prevent discrimination, and removing barriers in the recruitment and selection process, the organisation can ensure that the right person for the job is recruited. Encouraging the recruitment of disabled people increases the pool of talent that is available and, by being flexible to the needs of disabled people, the organisation will be a more attractive employer. Where members of staff are encouraged to develop, regardless of disability, all staff are likely to feel valued and demonstrate increased commitment.

Sickness absence is a major cost to many organisations. Ensuring that staff with an acquired disability or with a long-term health issue are supported to return to work at the earliest opportunity, and considering all adjustments that may make this possible, makes financial sense as well as demonstrating commitment to employees. The cost of any adjustment that allows the organisation to retain a member of staff, and their knowledge and experience, is likely to be far less than the cost of recruiting a replacement member of staff. Moreover, there may be assistance with these costs: See Sources of Support on page 57.

Improving access to premises and awareness of good practice will have knock-on benefits to other staff, visitors and customers.

Finding and keeping good workers are among the greatest challenges facing businesses in the 21st century. Today, more than ever, businesses need access to a skilled and diverse workforce. They cannot stay competitive and increase profitability without qualified personnel. Moreover, employers should consider promotion and advancement opportunities for disabled employees.

Disabled people are a source of qualified and motivated workers that are frequently overlooked. This pool of workers represents one of the largest groups seeking employment in today's market – more than 5,500 people of working age have some form of disability or long term health condition in Guernsey and many are of course in employment.





## Medical and social models explained

There has been much discussion in Guernsey regarding the rights of disabled islanders; you may hear people talking about the ‘social model of disability’ and the ‘medical model of disability’.

### What is the medical model?

The **medical model** focuses on the individual’s medical condition and locates disability within the person.

This model assumes that with medical treatment or intervention the individual can be helped to overcome their limitations. It often results in the perception of disabled people as dependent, deserving of pity and/or praise for overcoming their difficulties.

The medical model sees the disabled person’s impairment or health condition as the ‘problem’. The focus is therefore on ‘fixing’ or ‘curing’ the individual.

### What is the social model?

The **social model** shifts the emphasis from personal inadequacy or abnormality to physical and societal barriers experienced by a person with an impairment. These barriers are viewed as disabling the person and are outwith the control of the individual. This viewpoint shifts the focus onto the rights of disabled people and the requirement for society to change. The social model was developed by disabled people.

The social model takes the view that society creates barriers that ‘disable’ people from participating fully on an equal basis with others and that these barriers must be removed. By creating barriers in buildings and structures or by not producing information in different formats such as Braille or easy read, people with impairments/health conditions are ‘disabled’. This way of thinking takes the focus away from what is ‘wrong’ with a disabled person (their impairment or condition) and puts the emphasis on what we should do to identify and remove barriers.





## Recruitment and selection

In this section you will find information on the following:

- Job description
- Person specification
- Advertising
- Application forms
- Job creation / Job flexibility
- Short-listing
- References
- Interviews
- Selection tests
- Medical examination / Post offer health screening



## Recruitment and selection

It is important to ensure that the recruitment and selection process maximises all opportunities in attracting the best people when recruiting for staff. Many of the considerations stemming from this Guide would also be considered best practice in recruitment generally.

### Job description

The job description should always reflect the requirements of the job accurately and should always be in clear language. It would be good practice to review regularly every job description and not only prior to recruitment. This will help to distinguish between the main activities of the job and marginal activities that may not be essential parts of the role. This will enable you to consider reasonable adjustments, as it will be easy to see if tasks could be transferred to another member of staff or if they are fundamental to the role.

### Person specification

A person specification should always be prepared and used throughout the recruitment and selection process, outlining the essential skills, experience and other attributes that would be necessary for an individual to carry out the job. The person specification should also indicate those attributes that are desirable for the individual to possess, to help distinguish between different candidates and select the best applicant. It is important to scrutinise all criteria carefully. Care must be taken to avoid including any unnecessary requirements that may lead to discrimination and to ensure that any personal, medical or health-related criteria are absolutely necessary for the performance of the job.

The essential characteristics/minimum criteria within a person specification should not include qualifications and experiences that are not necessary to the job.

### EXAMPLE

If the role includes driving a delivery van once a quarter (a marginal activity), it is likely to be reasonable to allocate those duties to another member of staff if the best candidate in all other respects was unable to hold a driving licence due to their disability. In comparison, in a job that involves driving a delivery van for most of every shift (a main activity), it probably would not be a reasonable adjustment to reallocate these duties and it may be reasonable to require applicants to hold a valid driving licence.

### EXAMPLE

A managerial job includes essential travel to a rural location away from the office on a weekly basis and there is no public transport that can be used. Commonly, in a post like this, a driving licence would be included as an essential requirement; however, this could be indirect disability discrimination against people whose disability prevents them from holding a driving licence. Therefore a more appropriate essential requirement would be the ability to drive, travel or for the employee to arrange a driver.

## Advertising

When advertising a post, either through a newspaper, agency or social media, it is important to make it clear in the advert that you can provide the information about the post in accessible formats but only if required.

Job advertisements should, as a minimum, give brief details of the job content as well as key essential attributes required for the post.

Advertisements must not make discriminatory statements in relation to disabled people. Care needs to be taken not to use language that could imply that applicants with a disability are unwelcome. Try to avoid unnecessary wording regarding mobility or character such as: strong; agile; prepared to work long hours.

A best practice approach to recruitment advertising would be to include a welcoming and encouraging statement in your advertisements. This is a public statement of policy and intent and lets potential applicants know that you will be able to understand and meet the needs of disabled people.

A statement encouraging disabled people to apply is not discriminatory against people who do not have a disability.

Employers should consider advertising in publications aimed at disabled people or notifying local disability organisations of all vacancies. See Sources of Support on page 57.

## Application forms

Employers should not generally ask questions regarding health and disability on job application forms. The focus should be on identifying the applicant's ability to perform the requirements of the job.

Employers may wish to display a positive approach on their recruitment process by stating on their application form: "We make reasonable adjustments to our application process for candidates who indicate that, owing to a disability, our arrangements might otherwise disadvantage them. If you have a disability, including dyslexia or another non-visible one, which you believe may affect your performance at any stage of the application process, we will be happy to make reasonable adjustments to our processes for you if you advise us in good time."

Application forms should:

- Not insist on hand-written replies.
- Ensure that any forms are easy to follow and read (without using jargon or complicated language), and have adequate space for replies – this will help all applicants, not just disabled people.
- Ideally, and where practicable, forms should be available in different formats. This may include audio, large print and electronic, then allowing candidates to submit the form in an alternative format. If the application is to be made online, provide a paper based form as an alternative.

## EXAMPLE

You could include this on all forms of recruitment advertising:

We welcome enquiries from disabled people and value diversity in our workforce

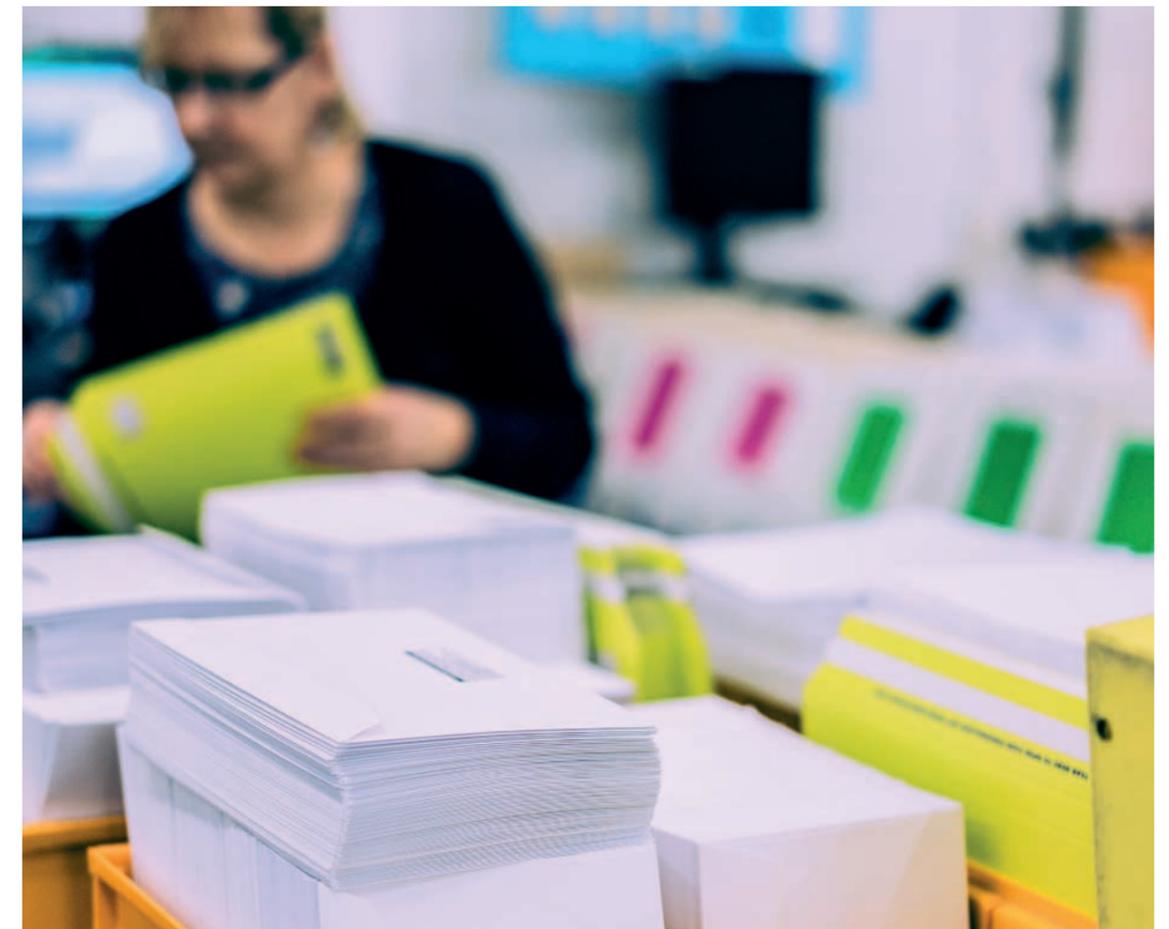
and/or

We are willing to consider flexible working arrangements

and

The application form is available in alternative formats including:

Audio  
Electronic  
Large print



## Job Creation / Job flexibility

### Working with Supported Employment agencies

Over the years, job creation/job flexibility is a method that has been developed by Supported Employment agencies such as the Guernsey Employment Trust. This is where a job is created by identifying parts of a role or tasks that the employer needs completing and can be completed by the disabled applicant. This can take imagination and creativity on the part of both the employer and the Employment Support Worker but in many cases it can lead to a win-win situation for both the employer and the prospective employee.

## CASE STUDY

A small local cleaning business met with an Employment Support Worker and disclosed the high costs involved with cleaning their fleet of vehicles, using a professional car wash facility. The Employment Support Worker deliberated on this with the business owner and together they were able to create a part-time role for a disabled person who had the experience, skills and independence to provide a car wash and valet service, as well as weekly and quarterly maintenance checks. The disabled person was pivotal in developing the role and the position provided them with the opportunity to utilise their skills whilst in meaningful employment. It also solved a problem for the employer, saving them money and allowing them to work in a more efficient way.

Strategies for job creation and job flexibility include: job carving, job stripping and job enrichment:

- Job carving is when the tasks of the new employee are taken from the job descriptions of different existing jobs in the company. In that way, a new job is created that fits to the abilities and strengths of the supported employee. The other employees in the company have more time to do the tasks which they are qualified for or better suited to do. Job creation can benefit the organisation and the individual in many ways by working to the strengths of the individual and the needs of the organisation.
- Job stripping is taking away some tasks from the regular job description that the employee finds more difficult to do because of their disability, for example reading or carrying heavy objects. In exchange, the person might take over other tasks from his/her co-workers.
- Job enrichment is the adding of new tasks to the job description according to the abilities of the employee or to foster inclusion in the company. For example, in a job with little contact with co-workers during the day, the task of collecting mail in the company is added to allow the person to have more contact with co-workers. Job enrichment can lead to job satisfaction by increasing the level of responsibility of the employee.

Job creation can be the ideal solution for both the employer and a disabled person. There are occasions when a person, due to their disability, can only work for a few hours each day or each week and a required task by an employer can be tailor-made for that individual.

## CASE STUDY

A young woman on the autistic spectrum was seeking work in an office/administration environment. Due to her disability she was not comfortable with performing a wide range of mainstream office tasks, such as telephone answering, reception duties and interaction with customers. She did, however, have a great skill for detail, even when the work was repetitive. On discussing the situation with a prospective employer, the Employment Support Worker identified that the task of maintaining and filing invoices was not being carried out by the relevant team, due to a lack of time and a general view that the work was not of significant importance. However, the fact that the invoice filing was not being performed was causing considerable problems within the organisation, due to not being able to identify whether payments had been made and not being able to find invoices when discussing issues with the customer. The young woman with autism was able to perform all the invoice maintenance and filing tasks to a high standard, due to her attention to detail, and a job has been specifically created for her within the organisation. Both the employer and the employee are very satisfied with the outcome.

### Short-listing

It is good practice to invite all disabled candidates who meet the essential criteria for the post to interview. This is called a Guaranteed Job Interview initiative (see Employers' Disability Charter on page 55).

It is important to avoid asking for evidence of qualifications or experience that are not necessary to do the job. Where it is not clear if a disability might have an effect on an individual's ability to complete the essential activities of the job, negative assumptions should not be made and the applicant should be given the opportunity to evidence their skills and explore what reasonable adjustments might remove any barriers. A disabled person will know the effect of their disability/impairment and they should be given the chance to demonstrate whether they can do the job.

### References

Reference requests for all candidates should only ask for information relevant to the job, based on the person specification (i.e. extent of skills, aptitudes and experience). No isolated reference to a disability should be made.

### Interviews

Most adjustments required at interview are easily provided. If you know in advance that a candidate needs some reasonable adjustments for an interview, you will need to arrange these. However, if you do not know in advance, you should try to accommodate any needs a disabled person might have when they arrive.

It is always beneficial to encourage applicants to discuss any requirements early in the application process as this will avoid any last minute problems and make the interview process easier for both candidate and interviewer.

Using the following paragraph in your invitation for interview letters may be useful:

*If you require assistance to attend this interview, for example, use of a signer or interpreter, or car parking within close proximity to the interview venue - or if your disability affects your access to or mobility within buildings, please contact [named individual] at the above address, who will be happy to provide you with assistance.*

All selection interviews should be objective and non-biased and all applicants should be allowed an opportunity to evidence their abilities and skills in relation to the job.

When interviewing a disabled person, do not let any misconceptions or assumptions about disability influence your view on whether a person can do the job. Asking about a disability should only be done in a positive manner and in relation to the effect on someone's ability to do the job and focusing on what adjustments might remove any barriers. Employers should follow a code of good practice by inviting a disabled person to reveal his or her disability through such questions as:

- How would you perform the tasks of this position?
- What skills and abilities do you possess that make you suitable for the job?
- What, if any, type of aids, adaptations or equipment would you require to help you do this job?

#### Selection tests

Tests should only be used if they are strictly relevant to the job functions and/or measure an important aspect highlighted on the person specification. Care must be taken when selection tests are used that these do not act unfairly against individuals with disabilities. Employers may need to make reasonable adjustments to selection tests to enable candidates with disabilities to adequately demonstrate their skills.

Examples of adjustments could include:

- Providing more time to complete the test
- Providing a personal reader/writer
- Providing a signer/communicator
- Providing support equipment, e.g. induction loops, adapted keyboards
- Allowing a break in a long test
- Adjusting how the test is scored

However, practical tests can be more appropriate for some disabled people, as this means they are given the chance to show they can do a job. Sometimes, job applicants are given a chance to try out the job to see if they fit into the working environment.

### GOOD PRACTICE ADVICE

Practical working interview/tests may be more appropriate for a person with learning or communication difficulties, especially when a person finds it difficult to articulate their skills in a standard job interview. Consider a job taster/work experience placement or even a short practical test.

#### Medical Examinations / Post offer health screening

Some employers require all successful candidates for employment to have a medical examination and it would be appropriate for an employer to include a disabled person in this process. However, it is not appropriate for an employer to insist on a medical check for a disabled person and not for others, without justification - having a disability need not affect a person's general health. Occasionally it may be appropriate on health and safety grounds to complete a medical check with a view to implementing reasonable adjustments.

In asking medical questions, you should make it clear that individuals are welcome to discuss any health-related matters in person and in confidence with an appropriate member of your staff, either in addition to or as an alternative to filling in a questionnaire. Some people living with certain conditions prefer to be able to explain in more detail how they are successfully managing their condition and be on hand to answer any questions, rather than rely on a form.

### GOOD PRACTICE ADVICE

Throughout the Recruitment and Selection process it is advisable, and general good practice, to retain all data used and notes made with regards to selection decisions and the reasoning for selecting one candidate over another within the selection process. This would include original application forms, interview notes and selection test results, which should be kept after the interview for a period of generally no less than 3 months, (taking into account the likely time limits for bringing any disability related tribunal claim) and no more than 6 months (taking into account data protection principles). This will be of great assistance if an applicant wishes feedback or to appeal against your decision.





## Induction / initial training for disabled people

In this section you will find information on the following:

- Work place support
- Customs and practice

## Induction / initial training for disabled people

There are a number of ways in which an induction process can be made more accessible to a new employee.

It is good practice to give an induction to all new employees. The induction is likely to be the new recruit's first chance to meet colleagues, find his or her way around the premises and to learn about your organisation. Everything will be new and unexpected issues may arise.

The employer may have to make adjustments to ensure a disabled person is introduced into a new working environment in a clearly structured and supported way, with an individually tailored induction/training programme if necessary.

### Work place support

There are a number of ways in which an induction and initial training process can be made more accessible to a new employee with a disability. Employers should consult with the person concerned and with their support worker, if applicable. Where an employment support service has been involved in the recruitment process, a support worker will often come into the workplace to find out what is involved in the job. They then work out the best way for the disabled person to be inducted into their post.

Some disabled people may take longer than other employees to settle into a job and a longer induction period may be appropriate. This is particularly relevant when reasonable adjustments are being tried out. Often, an induction period involves the new employee shadowing or being supported by a more experienced employee for a specified period of time. This works particularly well for disabled people.





### Customs and practice

Most organisations have ‘unwritten rules’ about interaction between colleagues (such as who makes the coffee, where employees sit at breaks, when it’s okay to interrupt someone in their work). Some people will come into a workplace and pick these rules up quickly and easily; others, such as someone with a learning disability or someone on the autistic spectrum may find it more difficult. Be aware of the ‘unwritten rules’ of your workplace and be prepared to explain these to a new employee with a disability. Do not assume employees with certain disabilities will automatically pick up these ‘unwritten rules’.

Sometimes a taken-for-granted workplace practice can put a disabled person at a disadvantage. It will be important in these circumstances to recognise that an adjustment is required, rather than blaming the disabled person for not being able to fit in.

### EXAMPLE

A small building firm usually hands out written copies of all its policies by way of induction to new employees, and gives them half a day to read the documentation and to raise any questions with their line manager. A new employee has dyslexia and the employer arranges for her supervisor or a support worker, if appropriate, to spend a morning with her talking through the relevant policies.

### EXAMPLE

When a person with autism starts a job or takes on new responsibilities, clear and structured training is invaluable. Rather than saying ‘give everybody a copy of this’, say ‘make three photocopies of this, and give one each to Laura, Vikki and Sean’. You may also choose to provide written instructions. It can be helpful to ask the employee to repeat back instructions so you are sure they have understood.



## Policies and practices

In this section you will find information on the following:

- Benefits of retention and redeployment
- Sickness absence
- Retention and redeployment policy
- Retention and redeployment process
- Redundancy
- Disciplinary action

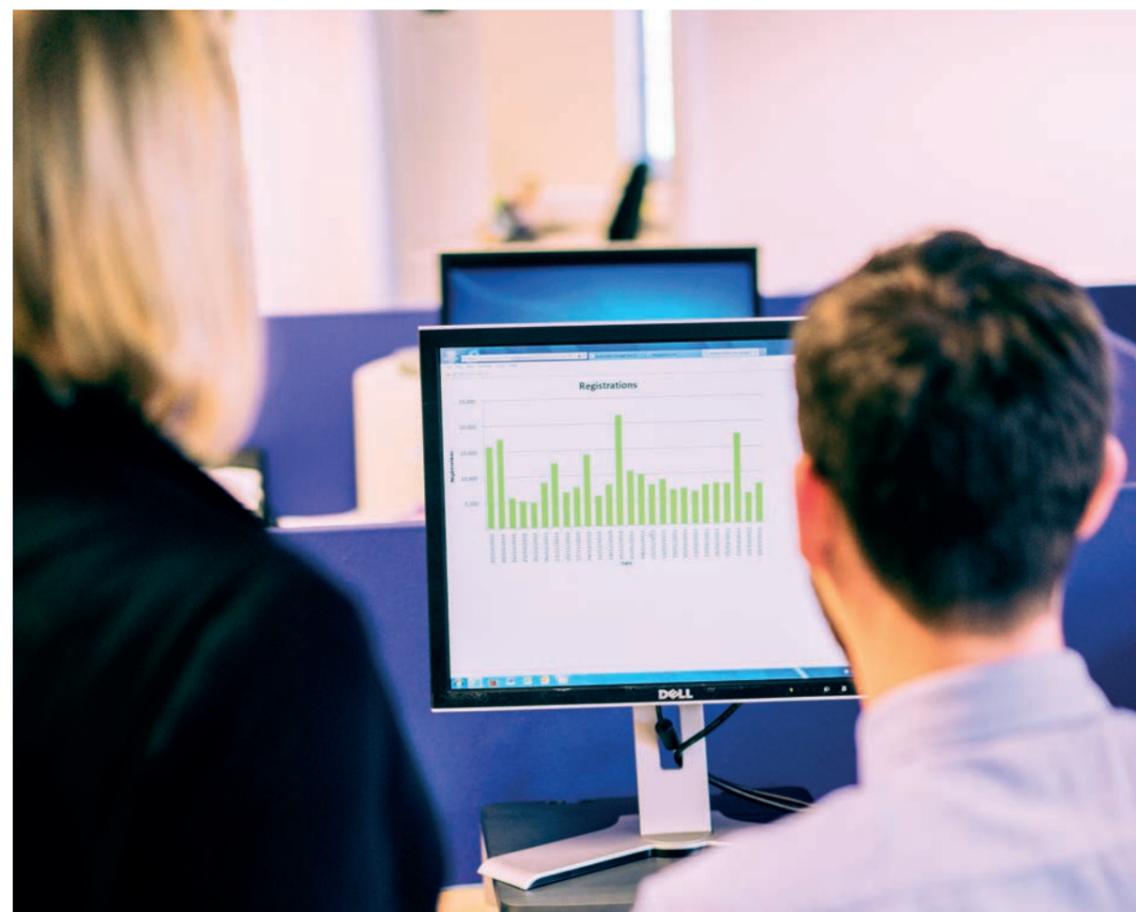
## Policies and practices

Once a disabled person has been recruited it is important that the initial support is continued, with any adjustments reviewed regularly to ensure that the member of staff is able to be fully effective and develop in their role. The guidance on selection methods, given earlier in this Guide, would also apply to any selection procedure for promotion or training/development opportunities. This would include making reasonable adjustments and treating all staff fairly.

It is also important to note that most people who become disabled do so as adults – only 17% of the disabled population (UK) are born with disabilities. Whilst the likelihood of developing a disability increases with age; 70% of people are in work during the onset of disability or impairment<sup>5</sup>. In circumstances where a disability is acquired, consideration needs to be given to adjustments to try and retain these individuals. Usually the cost of any adjustments can be far less than those of recruiting a replacement employee and there may be assistance available from the Committee for Employment and Social Security. See Sources of Support on Page 57.

This section of this Guide describes a range of policies and practices once a disabled person has been recruited.

<sup>5</sup>Regan S., Stanley K. Work for Disabled People – Institute of Public Policy Research



### The benefits of retention and redeployment

There are many benefits in retaining people who develop a disability or health condition during their working lives. Many people with a disability have well-developed problem solving skills that can be of benefit in your workplace. Living with a disability or a health condition often means dealing with difficulties as part of everyday life, using planning, negotiation and problem-solving skills. These types of flexible and transferable skills can be useful and can promote a problem-solving culture.

Organisations that actively recruit and support employees with disabilities and health conditions tend to:

- Have good people management systems
- Retain expertise and skills
- Improve staff morale
- Enhance their public reputation

In addition, research has shown that, when disability and health are properly managed, employees with disabilities tend to take less sick leave than their non-disabled colleagues and their commitment to stay with employers is for longer. The cost of keeping an employee, through reasonable adjustment, who develops a disability or health condition will almost always cost far less than having to recruit and train a new employee.

## EXAMPLE

Possible steps to ease transition back to work:

- Arranging a social visit prior to their official return date
- Keeping in contact, discussing fully any adjustments or supports that have or may be put in place
- Agreeing to a phased return, where the employee can gradually increase their hours
- Making sure the employee is not overloaded initially, although it is important that they are given meaningful work to do soon after their return
- Discussing with the individual if they would like any support with explaining their absence to colleagues and how they would like any changes in the workplace to be explained

Often adjustments that are made for disabled people or someone with a health condition benefit others – both other employees and customers. As an organisation becomes more disability aware, these changes become part of everyday life – just the way things are done – and this is to everyone’s benefit.

Best practice in retention means holding on to valuable employees, whether they have a disability or health condition, when they are first employed or acquire a disability during the course of their employment. The key is to make your response to disability a positive one that focuses on how you can retain staff and enable employees to perform to their full potential by making reasonable adjustments. This disability management approach to retention should:

- Increase the numbers of employees returning to work after a short or long-term absence
- Reduce the costs associated with absence in the workplace
- Improve productivity and employee morale
- Avoid inadvertent unfair treatment towards employees with a disability
- Avoid a negative approach, which focuses on irrelevant medical requirements to deflect other management issues

#### Sickness absence

With significant numbers of people acquiring a disability whilst in work, it is important to consider this when managing sickness absence. It is important to note that people who acquire a disability do so not only as the result of a single traumatic injury (e.g. a road traffic accident), but also due to the development or deterioration of a condition. It is good practice to be proactive in relation to an employee’s absence and rehabilitation and to consider making reasonable adjustments before an employee’s condition would necessarily be considered a disability. This may help employees return to work earlier and save the costs of sickness absence and replacement staff.

Employers could consider:

- Where possible, maintaining regular contact with the employee
- Referring the employee to occupational health providers if available
- Seeking assistance from the FitTogether initiative of Social Security<sup>6</sup>
- Focusing on bringing the employee back to work by discussing any adjustments that might be required and perhaps considering a phased return with the support (where appropriate) of the employee’s GP, an occupational health specialist or other relevant medical advisor

There is a difference between sickness and disability-related absences. Disabled people generally take no more or less sick leave than other employees. However, a minority, owing to the nature of their condition may need to take additional disability-related absences.

Further advice and information, can be found in the Absence and Sickness Management guide published by the States of Guernsey Employment Relations Service.<sup>7</sup>

<sup>6</sup> <https://www.gov.gg/fittogether>

<sup>7</sup> [www.gov.gg/employmentrelations](http://www.gov.gg/employmentrelations)



## CASE STUDY

Following a three month absence due to depression, an employee was keen to return to work but was apprehensive and had lost some confidence. It was agreed between the employee, the employer and her GP that a phased return to work would be beneficial to everyone. A phased return plan was drawn up to ensure that the employee and her manager were quite clear what was to happen and when. It was agreed that during her first week back she would work part-time from Monday to Friday (afternoons only); during the second week she would work part-time Monday, Tuesday, Thursday and Friday and full-time on Wednesday; in her third week she would work part-time on Thursday and Friday and full-time Monday – Wednesday. On week four she successfully made the transition back to full-time employment in her original job.

Managers need to bear in mind that an employee who has been absent from work for any length of time may feel very anxious about returning to work; this may be the case particularly if the absence has been the result of mental health issues. It is vital that the employer takes steps to ease the transition back into work. This could include seeking advice from Guernsey Mind.

FitTogether is an initiative of the Committee for Employment and Social Security and it aims to raise awareness of the very important relationship between work and health. FitTogether is about doctors, employers and employees all working together to make sure that people who have an illness, injury or disability are supported as early as possible to help them stay at work or get back to work as quickly as possible. Further information on FitTogether can be found on Sources of Support on page 58.

## Retention and redeployment policy

There will be occasions when, after all reasonable adjustments have been made an employee will be unable to carry out the duties in their post because of the effects of a disability or long term health condition. This situation may also occur where an individual has a disability that is stable, but the nature of their job changes significantly and they are not able to carry out the revised duties even with reasonable adjustments.

Where there are no reasonable adjustments that would enable the person to stay in their original post, it is good practice to consider if there are any other posts that would be suitable. It would be a reasonable adjustment to transfer someone to a suitable vacant post to allow them to be retained. However, the organisation does not have to 'create' a vacancy if there is not one available.

### Retention and redeployment process

The following stages are suggested as a procedure to ensure that all options are considered. Ideally these should be written into a retention and redeployment policy to ensure that all supervisory staff are aware of their responsibilities and that all cases will be dealt with consistently. In any event, the stages are listed to present a potential outline of actions that may be considered by employers.

#### Stage one

Information should be collected to support the decision making process. Organisations may be able to refer the individual to a medical officer or occupational health provider who will be able to support this process. The States of Guernsey can also provide some support to disabled people through the FitTogether initiative run by Social Security.

#### Stage two

All information available should be brought together to form a redeployment action plan. This should be based on the information from the medical officer (or occupational health provider), the disabled employee and their line manager and discussed fully with the employee. This would include details of what adjustments could be considered.

#### Stage three

This stage requires flexible and creative thinking. With the additional information available, the possibility for reasonable adjustments to the individual's current post should be reconsidered first to ensure redeployment is the only remaining option. Consideration should then be given to any suitable vacancies and any reasonable adjustments that could be made to other vacancies. It would be good practice to consider Job Creation/Job Flexibility (as discussed on page 21 of this Guide) at this stage. Throughout this process the individual must be fully consulted and their preferences taken into consideration.

#### Stage four

If there is any uncertainty whether a post will be suitable, it would be appropriate to arrange a short work placement in the new post. This gives the opportunity to assess the person's capabilities in the new post, refine any reasonable adjustments and for the individual to consider if they wish to proceed with the transfer. The short work placement should be monitored over 1 – 4 weeks and a decision taken reviewing the suitability of the placement.

#### Stage five

Once the employee is re-settled into their existing job with adjustments or re-deployed into a new role, the situation should be monitored to ensure that the employee is given the appropriate levels of support.

The most vital aspects of the retention and redeployment process are to ensure full consultation with the individual at all times throughout the process, and consideration of reasonable adjustments at all stages.

Further practical advice on returning to work after sickness absence, including contact information for Occupational Health Practitioners can be found on the "FitTogether" website: <https://www.gov.gg/fittogether>



## Redundancy

In general, and in conjunction with the advice given by the Code of Practice, Handling Redundancy issued by the States of Guernsey Employment Relations Service<sup>8</sup>, the same arrangements, duties and requirements for redundancy apply for disabled employees as for employees without disabilities. Provided that the process is fair, reasonable and correctly followed, an employer should not have any concerns about their ability to make a disabled employee redundant. However, it is essential to recognise that it can sometimes be easy to unintentionally act unfairly against a disabled person in these situations.

It is normal practice for a consultation process with employees to be undertaken when redundancies are being considered. Employers need to ensure that any arrangements which are made for consultation do not act unfairly against a disabled employee. It is vital to make sure that they have received the information in an appropriate format, can fully understand the proposals and have the same chance as any other employee to contribute to the consultation process. It would be considered good practice to allow a disabled employee to have independent representation or to be accompanied by an approved companion throughout this process.

Sometimes a set of criteria is used to determine who will be made redundant. The guidance on selection methods for recruitment should be followed to ensure that the criteria set, or assessment of the criteria do not act unfairly against a disabled employee.

### EXAMPLE

It may require involving a representative for an employee who has a learning disability to help explain the process and to assist the individual to present feedback to management.

A person with a visual impairment should have any written information provided in large print or electronic format for them to be able to read it with assistive technology, such as enlarging text reader or audio read back software, if applicable.

### EXAMPLE

It is quite common practice to include number of days' sickness absence as part of the selection criteria, for consideration for redundancy. However, if this includes absence caused by a person's disability, and depending on the circumstances, disapplying the period of disability selected absence from the scoring process may be a reasonable adjustment to make.

## Disciplinary action

Disabled employees with a disability are covered by the same disciplinary policies as all other employees. However, care must be taken throughout the disciplinary process to ensure that the employee is able to fully participate in the disciplinary process. Furthermore, the employer must ensure that there are no factors relating to a person's disability that have led to the disciplinary action being required, such as a person on the autistic spectrum misunderstanding unwritten rules or codes of conduct. 'Reasonable adjustments' may need to be made in relation to arrangements for disciplinary action or interviews in the same way as for other situations/procedures. It would be considered good practice to allow a disabled employee to have independent representation or to be accompanied by an approved companion throughout this process.

The Code of Practice for Disciplinary Practice and Procedures in Employment issued by The States of Guernsey Employment Relations Service<sup>9</sup> provides advice on all aspects of disciplinary action and procedure and there are a number of specialist agencies that can offer advice on disability related issues. See Sources of Support on page 57.

### EXAMPLE

An individual who is deaf and a BSL user (British Sign Language) usually lip reads in his day-to-day work, as it does not involve much communication and he does not feel a BSL interpreter is usually necessary. It would be a reasonable adjustment to offer to arrange an interpreter for a disciplinary meeting, as it is vital that he understands the content of the meeting and its implications.

<sup>8</sup> Code of Practice – Handling Redundancy [www.gov.gg/employmentrelations](http://www.gov.gg/employmentrelations)

<sup>9</sup> Code of Practice - Disciplinary Practice and Procedures in Employment [www.gov.gg/employmentrelations](http://www.gov.gg/employmentrelations)



## Disability etiquette

In this section you will find information on the following:

Terminology

Advice when communicating with people with different conditions

People who are deaf or hard of hearing

People who lip read

People who are visually impaired

People with impaired speech

People with impaired mobility

People with learning disabilities

People with a mental health condition

People with an autistic spectrum condition

People with a brain injury

People with dyslexia

People with HIV

Communication methods

## Disability etiquette

The information provided in this part of the Guide will be helpful when meeting, interviewing and recruiting disabled people.

It is common for false assumptions to be made about disabled people. More thought given to the words and phrases used can influence and change the way people think about, and act towards, disabled people.

People generally want to use language that describes disability accurately and does not cause offence, but are often not sure what would be best. In this section of the Guide, a range of common phrases and courtesies are provided to develop a greater understanding of the views and preferences of disabled people.

As all disabled people are individuals, there are no hard and fast rules regarding etiquette and terminology. These explanations are intended to be helpful, but often the best way to make a disabled person comfortable with you is to ask for their advice.

### Terminology

Using inappropriate language can reinforce a negative idea or stereotype about disabled people. When you're working with someone, you can ask what terminology he or she prefers. When you're speaking in public or writing, you'll need to do a little research to ensure that you use widely-accepted terminology and avoid potentially offensive language. There are some guidelines later in this chapter.

The most important thing to know when interacting with disabled people is that they are individuals and, just like all individuals, they are very different, including being different in how they deal with disability issues.

### Do not make assumptions about disabled people.

Do not assume you know what someone wants, how they feel, or what is best for them. If you have a question about what to do, how to do it, what language or terminology to use, or what assistance to offer, do not be afraid to ask them. That person should be your first and best resource.

### Remember that disabled people have different preferences.

Just because one person with a disability prefers something one way does not mean that another person with the same disability also prefers it that way.

### Ask before you help.

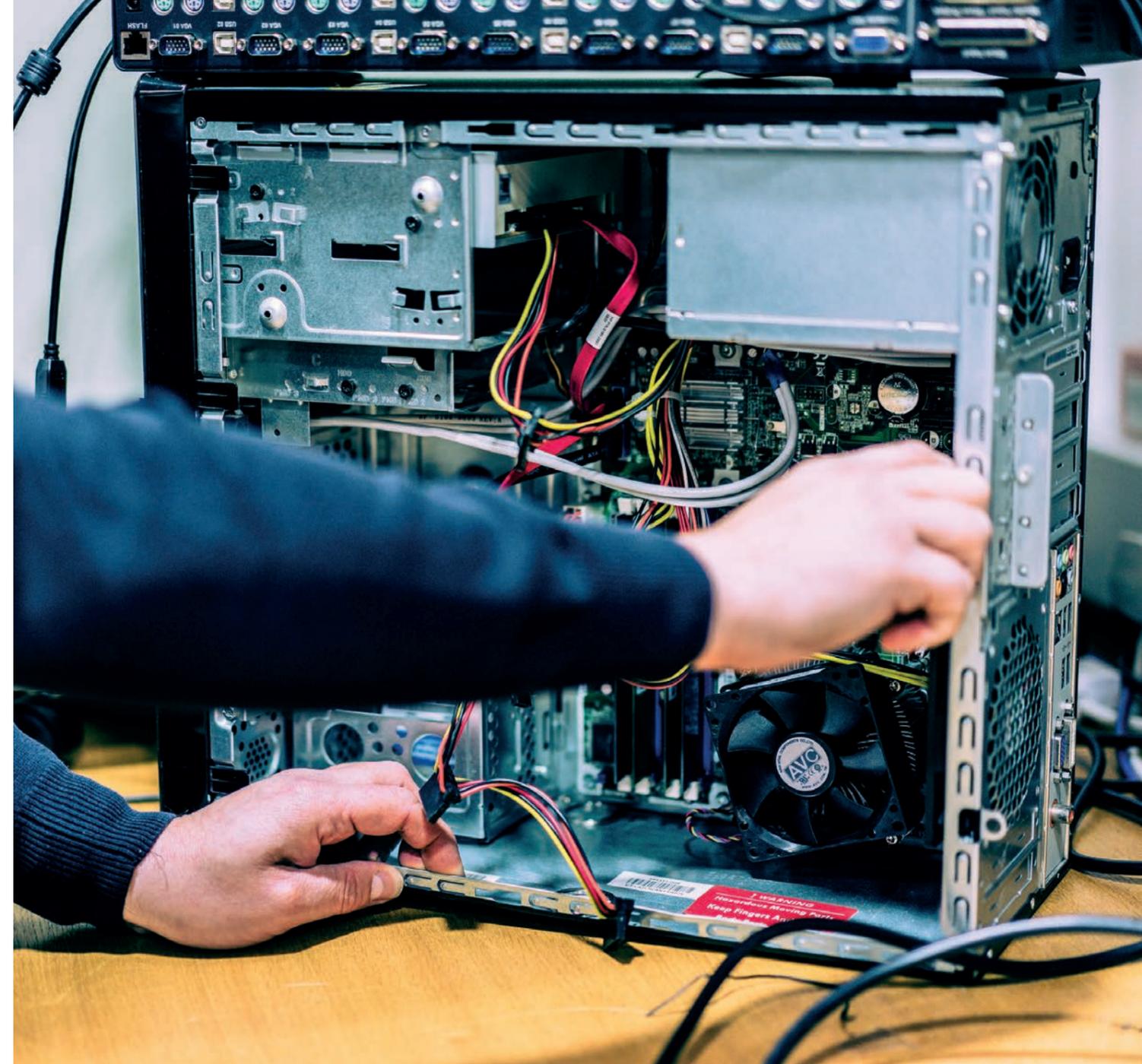
Before you help someone, ask if they require assistance. In some cases a disabled person might seem to be struggling, yet they are fine and would prefer to complete the task on their own. Follow the person's cues and ask if you are not sure what to do. Do not be offended if someone declines your offer of assistance.

Talk directly to the disabled person, not to the interpreter, support worker, or job coach.

You do not need to ignore the others entirely; just make sure to focus your interaction with the disabled person.

### Speak normally.

Some people have a tendency to talk louder and slower to disabled people. Do not assume that because a person has one disability, that he also has a cognitive disability or is hard of hearing. For example, a person with cerebral palsy might use a wheelchair, have uncontrolled upper body movements, have difficulty speaking, and yet have very good hearing, cognitive abilities, and high intelligence.



Speak as you would to any other person of a similar age and in a similar role. Never speak or behave towards an adult as though they were a child.

### Avoid potentially offensive terms or euphemisms.

Commonly accepted terminology includes “disabled people” and “a person with visual/hearing/physical/speech/cognitive impairment.” Many people find annoying or offensive terms such as, restricted to a wheelchair, victim of, suffers from, retarded, deformed, crippled, and euphemisms such as physically challenged. If you are unsure, ask the person with a disability what terminology he or she prefers.

Do not be embarrassed if you use common expressions such as ‘see you later’ to someone who may have a visual impairment. Everyday phrases and expressions are fine.

### Advice when communicating with people with different conditions

The following provides some guidance and tips when communicating with people who have specific conditions:

#### People who are deaf or hard of hearing

The first language of people who are born deaf, or become deaf before spoken language is acquired, is normally British Sign Language. However, it should not be assumed that a person with a hearing impairment can sign.

Here are a few general pointers to bear in mind when meeting someone who has experienced hearing loss:

- Remember to speak to the person you are meeting, rather than their interpreter
- If you need to catch the person's attention, you should do so by lightly touching their shoulder or by waving your hand
- Interpreters should only work for half an hour before being given a break. Meetings of more than 2 hours should have 2 interpreters working
- At the start of any meeting you should check with the person that they have no objection to being provided with confidential information via an interpreter. If they object, an alternative should be arranged for this

#### When arranging to meet someone who is deaf or hard of hearing, consider also:

- Setting up a meeting room free from background noise or with a minimum of noise
- Fitting an induction loop, which amplifies sound for an interview or other type of meeting or event where you know someone with a hearing aid will be present
- Making clear at the outset of a meeting that one person at a time should speak and that all comments or questions should be directed through the chair

If you need to contact someone with a hearing impairment, email or text messages are preferred over a telephone call. Where it is essential to communicate by telephone, ensure you speak clearly and any answer phone messages are kept brief.



#### People who lip-read

Lip-reading is a specialist skill that some deaf people use. You can ask people if they lip-read when you meet them. If they do, it is best to:

- Look directly at them and speak slowly and clearly, making sure that your face can be seen
- Keep sentences reasonably short
- Use suitable facial expressions or other body language to emphasise what you are trying to convey
- Do not make assumptions that the person does/does not understand, clarify with the person, e.g. use written notes

#### People who are visually impaired

When meeting someone who is visually impaired it is good practice to:

- Identify yourself clearly and introduce anyone else who is present in the room and indicate where they are placed in relation to the person who is visually impaired
- Say the name of the person you are talking to when part of a group
- Make sure you let the person know when you have ended a conversation and want to move away
- Take care not to distract a person's guide dog. Speak to the person, not the dog
- Ask the individual if they want assistance with guiding to an office or room location

#### When arranging to meet someone with a visual impairment, ensure that:

- The room has good levels of light and a means of controlling glare
- The meeting or interview room is clearly signposted or that a member of staff is on hand to offer assistance

#### People with impaired speech

When meeting someone with speech impairment, it is helpful to:

- Be attentive and patient, because it can take longer for someone to make their point
- Avoid correcting or speaking for the person; wait quietly while the person speaks and resist the temptation to finish his or her sentences
- Tell the person if you do not understand (if you have difficulty understanding, do not pretend!)

#### People with impaired mobility

When meeting someone with impaired mobility:

- Stand in front of the person and try and place yourself at their eye level
- Do not move about so that the person has to continually change position in order to speak directly to you
- Talk directly to a wheelchair user, not to their companion
- Do not lean on a wheelchair – you are invading the body space of the user

There are a number of steps that can be taken in advance if you are going to be interviewing or meeting someone who has a mobility difficulty. For example you can:

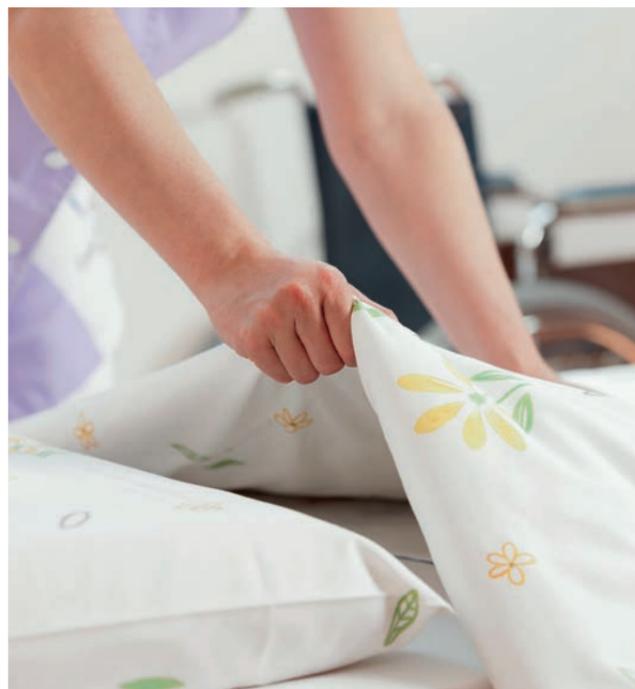
- Check that there are suitable parking facilities close to your meeting place
- Make sure that the entrance is level, or has a ramp
- Ensure that the doors are easy to open or that a member of staff is available to offer assistance with heavy or revolving doors
- Check where the nearest accessible toilets are located
- Organise a meeting room that is easy to get to for someone using a wheelchair or walking aids, and ensure that it has sufficient space to allow the disabled person to remain fully mobile and unobstructed

### People with learning disabilities

People with a learning disability can take longer to learn new things and are likely to have limited literacy or numeracy skills. A learning disability is a stable condition which does not fluctuate and cannot be treated. Without adjustments, traditional recruitment processes do not work effectively. Job coaching and supported employment (as provided by Guernsey Employment Trust) is recommended to help the individual to apply and learn the job.

The best advice is to be patient and encourage the individual. It is also worth noting the following:

- Be prepared to explain more than once if necessary, and do not assume you will be understood; ask the person to stop you if they do not understand
- Do not ask multiple questions
- Keep the sentence structure concise and jargon-free
- Use clear and unambiguous language, whether in written or verbal communication. This is something that everyone can benefit from
- A person with a learning disability may have access to a job coach, non-legal advocate or support worker who provides employment assistance if required – if so, allow that person to attend the interview



### People with a mental health condition

Having a mental health condition is not the same as having a learning disability. An estimated one in four people experience some kind of mental health issue in their lives and current research indicates that at any one time 1 worker in 6 will be experiencing depression, anxiety or problems related to stress. Stigma, lack of understanding, fear of failure and not wanting to be seen as weak, can prevent an individual from recognising or asking for help. The result is that staff may not take action to positively manage their mental health as soon as possible, and will not ask for support measures to be put in place.

Encourage people to talk – people can find it difficult to talk about their mental health but it helps to have an open culture where conversations about mental health are routine and normalised. Ask simple, open and non-judgmental questions and let people explain in their own words how their mental health problem manifests, the triggers, how it impacts on their work and what support they need. Listen to people and respond flexibly – everyone's experience of a mental health problem is different so treat people as individuals and focus on the person, not the problem.

Don't make assumptions – do not try to guess what symptoms an employee might have and how these might affect their ability to do their job – many people are able to manage their mental health and perform their role to a high standard but may require support measures when experiencing a difficult period.

Reasonable workplace adjustments are crucial to support staff to cope and recover and to reduce the length of mental health related sickness absence. These steps are generally quite small and could involve a simple adjustment to someone's job role, or extra support from their manager. Often the necessary change is one of attitude, expectations or communication – rather than a major change or significant cost. However, effective steps tend to be very individual, therefore have a meaningful conversation with your employee about their needs, really listen to them and agree a time to review any adjustments made. While voluntary and agreed adjustments are supportive, it is important that people are not treated differently or asked to do things that others are not required to.

It is worth remembering:

- It can be helpful to consider where the person wants to meet, because this gives them a choice of what would be the most comfortable setting, for example a neutral, private place where you will not be interrupted
- Sometimes people like to have the opportunity to have a supporter or non-legal advocate with them
- People need to be reassured of confidentiality. Discuss with the individual what information they would like shared and with whom
- People may not always be ready to talk straight away so it's important you outline what support is available, tell them your door is always open and let them know you'll make sure they get the support they need
- Be positive – focus on what people can do, rather than what they can't



There is a wide range of assistance available for employers from Guernsey Mind who can offer support, training and advice about mental health and well-being to local employers. See Sources of Support on page 59 for contact details.

### People with an autistic spectrum condition (ASC)

People with an autistic spectrum condition like everyone else, have a variety of interests, skills and abilities although they experience the world a bit differently to the way most other people do. They can often thrive in a structured and well-organised environment and have strengths that are advantageous to an employer such as accuracy, good eye for detail, reliability and meticulous application of routine tasks. However, they may experience varying (but often mild) challenges with the following:

- Difficulty in reading facial expressions and body language, therefore they may not be able to interpret whether someone is happy, sad, angry etc.
- Eye contact may make them feel uncomfortable and it may look like they are not listening, however they absorb more information if they just concentrate on the spoken word.
- Although they may have a good sense of humour, inferences, allusions etc. are often lost on them and they don't always 'get the joke'.
- They may become quiet and withdrawn when situations become overwhelming.
- They may take a little longer to process language and may not be able to understand a lot of information at one time.
- They may find it difficult to build social relationships, start or maintain a conversation or engage in small talk.
- Sensory issues such as sensitivity to artificial lighting, noise, smells, touch – these can all cause sensory overload. These can be easily overcome by switching off artificial lighting or the individual wearing tinted glasses, keeping noise to a minimum or allowing the individual to wear headphones.

During a discussion or perhaps an interview, you should consider the following points:

- Be specific in your questions. For example 'Tell me about yourself' is very vague and the candidate may not be able to judge exactly what you want to know. A better question would be 'Tell me about any jobs/ voluntary work you have done in the past five years'.
- Avoid hypothetical or abstract questions, for example 'How do you think you'll cope with working if there are lots of interruptions?' A better question would be 'In your last job how did you cope with your work when people interrupted you?'
- If the candidate is talking too much, tactfully let them know, for example 'Thank you, you've told us enough about that now and I'd like to ask you another question'.
- Give the candidate time to process the question before answering and only ask one question at a time.
- They may interpret language literally; therefore asking 'How did you find your last job?' may result in an answer of 'I looked in the map book'.
- Do not offer to shake hands as touch can often be unpleasant for them.
- Be precise in telling them when you will get back to them and don't make promises you cannot keep. For example 'I'll get back to you tomorrow' but can't get back to them for 2 days. This will cause them unnecessary anxiety. If you are unsure whether you will get back to them tomorrow, tell them you will get back to them by the end of the week.
- As individuals with autism often have sensory difficulties, if possible switch off the lighting, avoid excessive noise, and interact one-to-one rather than in a group.

People with ASC can and do make effective and efficient employees. Positive aspects for an employer can include:

- An organised and methodical approach and a love of order and logical sequences.
- Task orientated, highly focused and very productive.
- Have strong written communication skills.
- Unusual perspective on some things, therefore see new ways of approaching tasks, ideas and solutions.

### People with a brain injury

A brain injury may be caused as a result of a stroke, a brain tumour or a blow to the head from some form of accident. All brain injuries are different and people may be affected to a varying degree by any number of problems depending on the severity of their injury and the area of the brain which is affected.

When interacting or communicating with someone with a brain injury:

- Listen and allow the individual the time to talk. It may take some time for the individual to articulate themselves and to get their message across, but they will appreciate your patience.
- There should be only one person speaking at a time and where possible reduce background noise.
- The individual may have difficulty processing language quickly and be unable to understand a lot of information at one time. Therefore, talk clearly and slowly and do not rush.
- Just because a person may have communication difficulties, this does not reflect the social competence and intelligence of a person with a brain injury.

### People with dyslexia

Dyslexia makes some things harder to learn – it puts barriers in the way of progress. But, almost always, those barriers can be overcome, especially with the right kind of help and support. Dyslexia is not related to intellect and should not be connected to intellectual capacity in any way.

It is wrong to think of dyslexia as just a reading problem. Many people with dyslexia can become quite good readers, whilst others may read slowly with inaccuracies. Usually, the most persistent difficulty is with spelling.

It is also wrong to think of dyslexia as just a problem with written words. Many, but not all, can also experience some difficulty with spoken words, especially coming up with a specific name or date when under pressure of time, or remembering a list or sequence of spoken words such as a telephone number.

It should be noted that many individuals, particularly those aged 40 and over, may never have been diagnosed with dyslexia despite displaying typical traits. With the appropriate adjustments, the effects of dyslexia can be minimised.

Employers should give consideration to the following:

- Offer alternatives to written application forms
- Explore what coping strategies the individual uses to minimise the impact of dyslexia
- Avoid complex multiple instructions
- Introducing the use of memory aids such as Dictaphones
- Avoid asking the individual to read aloud
- Changing colour schemes to computer screens or papers (the individual may be able to advise)

### People with human immunodeficiency virus (HIV)

If people with HIV are diagnosed early and respond to treatment they can be healthy, work and have relationships like anyone else and have a long life expectancy. Coming to terms with HIV diagnosis and getting used to treatment can be very difficult, and people living with HIV will often need support from healthcare providers, friends and family, employers and support organisations.

It's important to remember that people living with HIV are able to work just like anyone else.

There is no risk of HIV transmission through everyday work contact for either colleagues or the public. If someone discloses their HIV status to you, or a member of your staff, it is important to respond in a sensitive manner. Remember, many HIV positive employees may fear that they will be treated unfairly, so it is important to reassure them that you will respect their confidentiality and support them to manage their condition at work.

### People with more than one condition or impairment

- Some people have more than one condition or impairment which can have a cumulative effect where one condition can compound on another
- Again it is always best to ask the person about their preference

### Communication methods

Information must be made available that is understandable and accessible by all. Some disabled people will need information to be provided in different formats. Not all communication provided by the organisation needs to be provided in every format, this would be expensive and time-consuming, but it is important to have an awareness of what different methods are available and how to produce these quickly if they are required. Local and national support organisations may be able to provide these services. The most common alternative communication methods are as follows:

#### Audio

Audio has the benefit that everyone is able to use it except those with very significant hearing loss. It is of particular benefit to people with learning disabilities, visual impairments, low literacy levels, or those who may have problems with their hands. You will need to decide whether to make a recording yourself or to go through a transcription agency. Doing it yourself may be appropriate if responding to an individual request, whilst an agency can produce a recording with a more 'professional' feel, often including music and other effects.

#### Electronic

Making information available in electronic format can be a more accessible, cheap and easy way to reach a growing number of blind and partially sighted people who have access to computers and other information technology devices.

#### Braille

Braille is a system of raised dots which some blind people can read with their fingers, it is named after its creator, Frenchman Louis Braille. Some blind and partially sighted people prefer particular types of information in Braille, for example information to be used in meetings or to be read silently. There are only a few people in Guernsey who use Braille and it would be unlikely that there would be a requirement for employers to provide materials in Braille.

### Large Print

For the majority of blind and partially sighted people, larger print is essential. No single size is suitable for everyone but most people prefer their large print in the range of 16 to 22 point in a clear font such as Arial. Text should be well spaced out; 1.5 – 2 point spacing.

### Legibility and Colour Contrast

Legibility or how well you can distinguish type on the page can be influenced by many factors. Legibility is mainly concerned with the use of the typeface or font used on the page. The legibility of a document can impact on how long the document takes to read.

Colour contrast between the font colour and the background both on the web and in print can impact those with a visual impairment, if there is not sufficient contrast the text is harder to distinguish.

Some colour contrasts can be beneficial particularly to those who are dyslexic or have learning difficulties, although colour combinations are as much down to personal preference, often black text on a yellow background can be often beneficial, so consider printing onto different colour paper. Setting the text at good default font size of around 12pts will help whether it is on screen or in print.

On the web it is important that the font size can be increased in size on the page by making changes to the text size in the browser. This will affect content within text boxes, so in order to avoid text overflow, it is important that the text boxes increase in size along with the text.

### British sign language (BSL) interpreters

BSL is a visual language, communicated in a variety of ways: using specific signs, different hand shapes and movements, facial expressions, lip patterns and upper body movements. Within Britain the most common form of Sign Language is called British Sign Language (BSL). BSL has its own grammatical structure and syntax, as a language it is not dependant nor is it strongly related to spoken English. BSL is the preferred language of around 145,000 people within the UK.

### Lip-speakers

Lip-speakers convey a speaker's message to lip-readers without using their voice. They produce clearly the shape of the words, the flow, rhythm and phrasing of natural speech and repeat the stress used by the speaker.

### Deafblind interpreters

Communication methods used by deafblind people vary greatly depending on the amount of residual sight and hearing. Some will be able to hear speech, lip-read and use sign language; many of those who can't hear speech or see sufficiently to follow lip-reading or visual sign language will use some form of tactile communication.

### Minicoms /Textphones

Minicoms/Textphones allow hearing impaired people to communicate over the telephone using a keyboard and visual display.

### Useful websites

The following websites provide guidance and information on alternative communication methods:

[Royal Association for Deaf People \(RAD\)](http://www.royaldeaf.org.uk)  
[www.royaldeaf.org.uk](http://www.royaldeaf.org.uk)

[The British Deaf Association](http://www.bda.org.uk)  
[www.bda.org.uk](http://www.bda.org.uk)

[The Association of Lipspeakers \(ALS\)](http://www.lipspeaking.co.uk)  
[www.lipspeaking.co.uk](http://www.lipspeaking.co.uk)

[The British Computer Association of the Blind](http://www.bcab.org.uk)  
[www.bcab.org.uk](http://www.bcab.org.uk)

[Deafblind UK](http://www.deafblind.org.uk)  
[www.deafblind.org.uk](http://www.deafblind.org.uk)

[Sense for Deafblind People](http://www.sense.org.uk)  
[www.sense.org.uk](http://www.sense.org.uk)

[The Royal National Institute of Blind People](http://www.rnib.org.uk)  
[www.rnib.org.uk](http://www.rnib.org.uk)

[UK Association for Accessible Formats](http://www.ukaaf.org)  
[www.ukaaf.org](http://www.ukaaf.org)





## Advice and support for employers

In this section you will find information on the following:

How can employers be more proactive?

Employers' Disability Charter

Job creation - working with Supported Employment agencies

Work experience placements

Job tasters

Work-site visits

Mock interviews

Encourage job applications from disabled people

Sources of support / Support organisations

Useful contacts



## Promoting Inclusion

### How can employers be more proactive?

In addition to good practice, processes and activities, there are further ways in which employers can help disabled people to prepare for, or enter, employment. Even if an employer does not have an actual job vacancy, there are areas that employers, by using creative thinking, can assist disabled people to become more competitive and increase their job prospects in the labour market. This part of the Guide describes some initiatives that employers may consider worthy of consideration.

### Employers' Disability Charter

The Charter enables employers to provide tangible evidence that they are working towards taking positive action and developing initiatives that will assist more disabled people to access employment opportunities in Guernsey. By signing up to the commitments of the Charter employers are demonstrating their commitment to being positive and pro-active towards recruiting and retaining disabled people and people with health conditions. The development of a Charter is also intended to help disabled job applicants identify employers that have made positive commitments regarding the treatment of disabled people within recruitment, training and retention processes, and have sought to raise disability awareness within their organisations.

The Charter is not a statutory obligation nor is it a legal requirement; signing up to the commitments of the Charter is voluntary. However, if we are to change attitudes in Guernsey and create a more inclusive society so that disabled people can be active and engaged socially and economically, then positive action is required.

Signing up to the Charter will not cost employers money. In fact there is a sound business case to do so. Adhering to the Charter will help employers save time and money on the costs of recruitment and training by reducing staff turnover and enable them to attract untapped labour resources. Moreover it may improve staff morale and commitment by demonstrating that the employer treats all employees fairly.

By building a reputation as a disability friendly employer that actively seeks out and recruits skilled disabled people, employers will be helping positively to change attitudes, behaviours and cultures, not just in their immediate business but in their networks, supply chains, and the communities throughout Guernsey. The Charter is organised and supported by Guernsey Employment Trust.

The commitments within the Charter include: guaranteeing a job interview for disabled job applicants who meet the minimum criteria; encouraging job applications from disabled people and providing short-term work experience placements where practicable.

### Job creation - Working with Supported Employment agencies

Job Creation is where an agency such as Guernsey Employment Trust works with an employer to identify parts of a job or duties that the employer needs completing and can be completed by a disabled job seeker. It can take imagination and creativity on the behalf of both the employer and the employment agency, but in many cases it can lead to a win-win situation for both the employer as well as for the prospective employee. For more information and examples of job creation see Recruitment and Selection - Job Creation / Job Flexibility page 21.

### Work experience placements

Many managers are apprehensive about employing a disabled person. The vast majority of these concerns are ill-founded and can stem from a lack of knowledge and awareness about the capabilities of disabled people and the types of support available.

One of the most effective methods to improve awareness of employment and disability issues and to demonstrate commitment to a proactive approach in supporting disabled people is to offer work experience placements within the organisation. This is often for people who have not worked before or who have developed a disability and need to change careers. The placements should be strictly time limited to between 2-8 weeks, usually on a part-time basis,



involve clear goals and activities and be facilitated through a local supported employment organisation, such as the Guernsey Employment Trust.

The benefits of a work experience placement to a disabled person may include:

- Increasing or updating existing skills
- Determining strengths and weaknesses
- Identifying work preferences
- Obtaining an up-to-date reference
- Gaining relevant work experience

## GOOD PRACTICE IDEA

One of the most effective methods to improve awareness of employment and disability issues and to demonstrate commitment to a proactive approach in supporting disabled people is to offer work experience placements within the organisation.

In providing a work experience placement it is important to draw up an agreement between the organisation, individual and any support organisation. This should include the terms of the placement (lengths, hours, supervision), and include the provision of insurance cover. Individuals would not normally receive payment whilst on placement but should be provided with any uniform or safety equipment appropriate to the job. The Guernsey Employment Trust would be able to support the manager to complete these arrangements as well as finding a suitable individual to undertake the placement.

### Job tasters

A job taster should be organised in much of the same manner as that of a work experience placement (see above). The main difference is that the duration of a job taster would not be expected to last for more than two weeks and may indeed be only for a day or two. Job tasters are a simple yet effective way to enable a person with a disability to get a flavour of a specific industry and to sample different types of work for a short period of time. This can be of benefit with regards to identifying future employment goals and also assists a person to gain an insight into particular work environments.

### Work-site visits

Labour market statistics tell us that disabled people are more likely to have been out of work for considerably longer periods compared to non-disabled people. Moreover, significant numbers of disabled people may have never been in work and are quite unaware of particular industries, work-place environments and job activities.

By facilitating an organised work-site visit, an employer can provide a disabled person with a brief insight into the realities of work and the roles and tasks performed in their workplace. This may well influence their career choices as well as helping prepare for the world of work.

Work-site visits should ideally be organised and co-ordinated through an employment support organisation and would not be expected to last more than a few hours.



### Mock interviews

A useful and beneficial activity that an employer can participate in is that of a mock interview – a practice interview for a job. There does not have to be an existing vacancy or a future vacancy for an employer to dedicate some time to giving a disabled person a mock interview.

For any job applicant, employment interviews are a nerve-wracking prospect at the best of times. For disabled people who may not have much or any experience, the prospects of a formal job interview can be intimidating and daunting. A mock interview undertaken by an employer/HR/personnel manager can provide a disabled person with much needed experience and useful feedback. Additionally, through providing mock interviews, employers can also gain confidence and experience of interviewing a disabled person.

It is important for the mock interview to be as realistic as possible and the employer may interview a person for an actual post with the job seeker completing an application form or submitting a CV. As the mock interview is in essence a rehearsal, then it would be appropriate for the interviewee to dress accordingly and present themselves as formally as possible.

For the mock interview to be of benefit to the job seeker, then feedback from the employer must be honest, constructive, diplomatic and helpful. It may be useful for an Employment Support Worker to be present at the mock interview but they should not participate in answering or asking any questions.

### Encourage job applications from disabled people

Employers could target disabled people and disability organisations by sending them future job vacancies. A welcoming and encouraging statement in job advertisements conveys a positive message that as an employer you take your responsibilities under equal opportunities seriously.

Employers could continue to use their usual recruitment channels and they could also add some disability organisations/services to their job advertising

list. By doing so, employers are showing a willingness to engage with disabled people and are displaying evidence of positive and pro-active action to give disabled people the opportunity to consider and apply for vacancies.

Organisations that would welcome notification of vacancies would include: Guernsey Mind, Autism Guernsey, Guernsey Employment Trust and the Work Rehabilitation Team within the Committee for Employment and Social Security.

### Sources of Support

There is a range of support available in Guernsey to assist employers to introduce and develop good practice in employing and retaining disabled employees. Being aware of what potential help is available in Guernsey should provide employers and managers with the support needed to enable them to be confident about addressing many issues relating to employment and disability.

### Support organisations

The following are the key organisations that can provide assistance to employers:

### States of Guernsey, Committee for Employment & Social Security

The Committee for Employment & Social Security assists job seekers to identify any development needs they may have and provide information on appropriate training and possible work opportunities.

The Committee for Employment & Social Security can also advertise job vacancies and help identify suitable candidates for vacancies. Additionally, Employment and Social Security provide a range of initiatives designed to support employers to recruit and retain disabled people and people with health issues.

### Work Rehabilitation

The Work Rehabilitation Team provides one-to-one assistance for people who have significant barriers to employment, including disabilities. They provide help, support and guidance to those who have been out of employment for some time, whether through illness,

redundancy or personal circumstances. Some people with multiple barriers to employment are referred to occupational psychologists for additional support.

### FitTogether

FitTogether is an initiative to raise awareness of the very important relationship between work and health. FitTogether is about doctors, employers and employees all working together to make sure that people who have an illness, injury or disability are supported as early as possible to help them stay at work or get back to work as quickly as possible.

FitTogether is aimed at providing much more information about how employers, employees and health professionals should work together to make sure that someone who has been off of work due to illness, injury or disability gets the advice and support that will help them return to work more quickly.

FitTogether is part of the SOHWELL project (Supporting Occupational Health and Wellbeing) which was created by Social Security. So far, the project has transformed the way sickness benefit claims are managed, improved the information that is provided on the medical certificate and introduced a new independent assessment of a person's ability to work which is called the Work Capability Assessment. The assessment identifies what a person can do and the type of support they might need to be back in work.

### Recruitment Grant

The Recruitment Grant is a series of payments designed to support employers in recruiting staff who have been out of work for extended periods. To claim the grant an employer must recruit an employee who has been claiming incapacity or unemployment benefit for at least 6 months up to the date of recruitment. The Recruitment Grant can also be applied for in respect of claimants who are receiving supplementary benefit.

### Back to Work Benefits

Back to Work Benefits are provided on a discretionary basis for the purpose of supporting an individual back into employment. These include job start expenses such as funding for tools and equipment, back to work bonuses, recruitment grants and funding for training.

### Back to Work Bonus

A Back to Work Bonus is a cash lump sum paid to a person when their unemployment, incapacity or supplementary benefit claim ends because they have started a new job which is still ongoing after four weeks. The Bonus may be paid if the person has returned to a new job after being sick or unemployed for six months or longer. They must be in paid work for at least 15 hours per week to qualify and can only receive one bonus payment in any period of 12 months.

### Employment Relations Service

The Employment Relations Service provides impartial and practical advice on a wide range of employment related issues to help promote a clear and practical understanding of best practice in the workplace and current (and any impending) employment legislation.

The Service encourages a non-adversarial approach to avoiding or resolving difficulties and disputes that arise in employment relationships. Conciliation is offered in respect of complaints to the Employment Tribunal. All services are free and may be accessed by telephone, email or via the website:

[www.gov.gg/employmentrelations](http://www.gov.gg/employmentrelations).

### Guernsey Employment Trust

The Guernsey Employment Trust (GET) was established as a charitable organisation in 2015 and is working actively with disabled job seekers and potential employers to secure and maintain jobs in the local labour market. The services of GET are designed to address the employment needs of not only disabled people but also the needs of employers. GET can provide a professional recruitment service as well as provide advice, training and long-term support. Services provided by GET are free and easily accessible.

Services include:

- Supporting disabled islanders into employment
- Organising work experience placements for disabled people
- Providing support to employers and disabled employees
- Delivering training for employers on good practice regarding disability
- Working with employers to sign up to the Employers' Disability Charter

### Guernsey Mind

Guernsey Mind's Employee Wellbeing Service offers businesses support, advice and training to manage the mental health of employees at work focusing on simple, strategic and practical tools to manage mental health at work.

This service enables employers to adopt a mentally supportive workplace culture.

Services include:

- Delivering mental health and wellbeing training to managers and staff
- Providing support to businesses to develop tailored mental health and wellbeing policies and strategies for business wellbeing
- Undertaking wellbeing audits - understanding workplace wellbeing issues will make it easier to put an action plan in place
- Providing advice and support to businesses to enable them to manage employee mental health conditions in a positive way

### Disability Awareness Training

The States of Guernsey, in partnership with DisabledGo, have set up an online Disability Training course. The training was developed by a number of local charities and disabled islanders and therefore is bespoke to Guernsey.

The training is free and made up of six short modules which take about 10 minutes to complete. They can be completed individually or all at once.

The training provides useful hints and tips which are practical and informative and will assist in ensuring your organisation is more disability aware and more inclusive.

Further information regarding the training is available from Guernsey Disability Alliance, States of Guernsey Disability Officer or Guernsey Employment Trust.

To register for this training go to: <http://training.disabledgo.com/auth/register/states-of-guernsey>



## Useful Contacts

### Adult Disability Service

Professor Shaw Community Centre  
St Martin's  
GY4 6LL  
**01481 230000**  
[hsc.adsesadminteam@gov.gg](mailto:hsc.adsesadminteam@gov.gg)  
[www.gov.gg](http://www.gov.gg)

### FitTogether

Edward T Wheadon House  
Le Truchot  
St Peter Port  
GY1 3WH  
**01481 732500**  
[socialsecurity@gov.gg](mailto:socialsecurity@gov.gg)  
[www.gov.gg](http://www.gov.gg)

### Autism Guernsey

Suite 1, Cranwell House  
La Route du Picquerel  
St Sampson's  
GY2 4SD  
**01481 245272**  
[office@autismguernsey.org.gg](mailto:office@autismguernsey.org.gg)  
[www.autismguernsey.org.gg](http://www.autismguernsey.org.gg)

### Guernsey Blind Association

Four Cabot  
Rue de la Bouillerie  
St Andrew's  
GY6 8XE  
**01481 236933**  
Fax: **01481 236932**  
[gba@guernsey.net](mailto:gba@guernsey.net)  
[www.gba.org.gg](http://www.gba.org.gg)

### Citizens Advice Bureau

Bridge Avenue, The Bridge  
St Sampson's  
GY2 4QS  
**01481 242266**  
Fax: **01481 200444**  
[www.cabguernsey.org](http://www.cabguernsey.org)

### Guernsey Employment Trust

Fort Complex  
Les Tracheries  
St Sampson's  
GY2 4SN  
**01481 247999**  
[www.get.org.gg](http://www.get.org.gg)

### Headway (Guernsey) Brain Injury Association

Western Community Centre  
Rue du Longfrie  
St Saviour's  
GY7 9RZ  
**01481 265623**  
[servicemanager@headwayguernsey.org.gg](mailto:servicemanager@headwayguernsey.org.gg)  
[www.headwayguernsey.com](http://www.headwayguernsey.com)

### Guernsey Mencap

**07781 403684**  
[guernseymencap@gmail.com](mailto:guernseymencap@gmail.com)

### Guernsey Hard of Hearing Association

**01481 238704**  
[ghha@suremail.gg](mailto:ghha@suremail.gg)  
[www.guernseyhardofhearing.org.gg](http://www.guernseyhardofhearing.org.gg)

### Guernsey Disability Alliance

**07781 467316**  
[info@disabilityalliance.org.gg](mailto:info@disabilityalliance.org.gg)  
[www.disabilityalliance.org.gg](http://www.disabilityalliance.org.gg)  
[www.matter.gg](http://www.matter.gg)

### Employment Relations Service

Raymond Falla House  
Longue Rue  
St Martin  
GY4 6HG  
**01481 234567**  
[employmentrelations@gov.gg](mailto:employmentrelations@gov.gg)  
[www.gov.gg](http://www.gov.gg)

### Guernsey Cancer Support

**07839 206857**  
[info@guernseycancersupport.org.gg](mailto:info@guernseycancersupport.org.gg)  
[www.guernseycancersupport.org.gg](http://www.guernseycancersupport.org.gg)

### Guernsey Mind

The Lions Mind Centre  
The Arsenal  
St Peter Port  
GY1 1UW  
**01481 722959**  
[emily.litten@guernseymind.org.gg](mailto:emily.litten@guernseymind.org.gg)  
[www.guernseymind.org.gg](http://www.guernseymind.org.gg)

### Dyslexia Support Group

**01481 252655**  
[dyslexiadaycentre@cwgsy.net](mailto:dyslexiadaycentre@cwgsy.net)

### Work Rehabilitation

Edward T Wheadon House  
Le Truchot  
St Peter Port  
GY1 3WH  
**01481 732484**  
[workrehab@gov.gg](mailto:workrehab@gov.gg)  
[www.gov.gg](http://www.gov.gg)

### Queens Road Medical Practice - Occupational Health Advisors

St Peter Port  
GY1 1RH  
**01481 724184**  
[LisaOgier@eqrmp.com](mailto:LisaOgier@eqrmp.com)  
[www.eqrmp.com](http://www.eqrmp.com)

### Primary Care Mental Health and Wellbeing Service

La Rue de la Corbinnerie  
St Martin's  
GY4 6SP  
**01481 707744**

### L'Aumone Surgery - Occupational Health Advisors

L'Aumone  
Castel  
GY5 7RU  
**01481 256517**

### Cobo Health Care - Occupational Health Advisors

Route de Carteret  
Castel  
GY5 7HA  
**01481 256404**

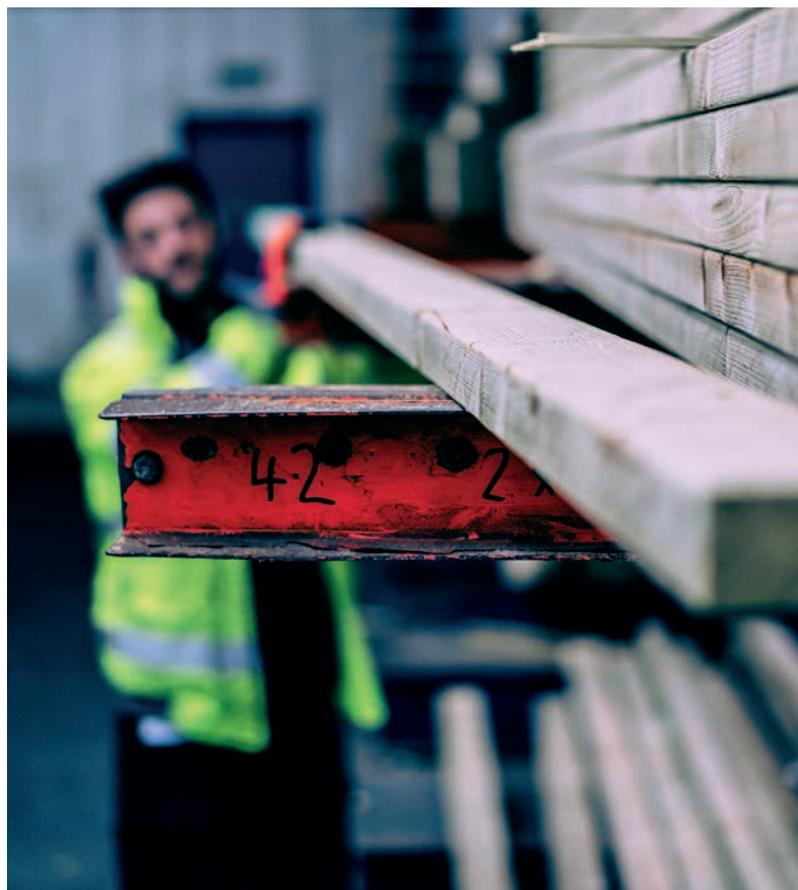
### Health & Social Care - Occupational Health

**01481 725241**  
[occupationalhealth@gov.gg](mailto:occupationalhealth@gov.gg)  
[www.gov.gg](http://www.gov.gg)

## Notes

## Thank you

Allister Langlois  
Autism Guernsey (Julia Watt)  
Chamber of Commerce (Martyn Dorey and John O'Neill)  
CIPD (Caroline Shakerley)  
Committee for Employment and Social Security  
Earlswood Garden Centre (Ian Hayward)  
Employment Relations Service (Toni Airley)  
Guernsey Disability Alliance  
Guernsey Mind (Jo Cottell)  
Island Coachways (Hannah Beacom)  
Kate Richards  
KPMG (Martine Marshall)  
Paul Meader  
Start Up Guernsey (Tony Brassell)  
The OGH Hotel (Andrew Chantrell)  
Vistra Services Guernsey Limited (Julie Hamon)  
Waitrose (Alison Gregory)  
Walkers (Guernsey) LLP (Louise Hall)



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