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# A Practical Toolkit to Help Employers Build an Inclusive Workforce



### **This toolkit is based on the work of the Aspiring Workforce research team**

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# A Practical Toolkit to Help Employers Build an Inclusive Workforce

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*“We must realize our own talents and, having realized, accept them; and play on them like a symphony in which all other instruments are harmonized to make a better universe.”*

– Jeane Dixon



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# Foreword

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If you're reading this, it's likely because your organization has tuned into a new way of doing business. Perhaps you're looking for innovative ways to attract talent. Maybe you're driven by a desire to retain your current staff. Whatever your motivation, embracing a person-centred workplace culture is likely to bring your organization a range of unexpected benefits.

As a longtime business leader and mental health advocate, I believe it's high time we saw more effort across corporate Canada to embrace diversity and inclusion – something this toolkit is specifically designed to help you do. Geared toward HR professionals but useful for any leader seeking to adopt forward-looking practices, the Mental Health Commission of Canada has put considerable time and energy into supporting an investment in the “aspiring workforce.”

The term aspiring workers was first used to describe people peering into labour market windows. It now includes people living with a mental health problem or illness – who are often sidelined by the episodic nature of their illness. Yet with 47 per cent of Canadian businesses reporting a shortage of skilled labour, we can no longer afford to leave them out in the cold.

Most people who have lived experience with a mental health condition not only want to work, they can make important contributions. In fact, as the case studies in the toolkit show, the investment required to accommodate such workers is often far outweighed by the benefits an organization reaps in return.

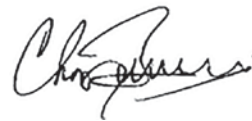
People living with mental illness are as qualified, as reliable, as safe, as loyal, and as high performing as their co-workers. What's more, they often bring a unique perspective to solving problems. Still, among those with a serious mental illness, 70 to 90 per cent say they have experienced barriers to employment.

Front and centre in this toolkit is a self-assessment that will help you build a solid business case for taking innovative hiring action. Its simple, user-friendly style will make it much easier to open your doors to these aspiring workers. A win-win for employers and workers alike, embracing the aspiring workforce is the way of the future.

Read on to discover some of the critical steps and strategies you can take right now to make your workplace more attractive to many new potential recruits. The fact is, an inclusive and accommodating workplace is healthier for every employee.

We're all at our most productive when our needs are being met and we feel listened to and respected. While no single way exists to lay the foundation for every workplace, everyone – including people living with a mental illness – will thrive under such conditions.

I encourage you to start working toward that goal by giving each section in this toolkit your careful thought and attention. I am confident you'll never look back.

A handwritten signature in black ink, appearing to read 'Charles Bruce'.

**Charles Bruce**

Vice Chair, Board of Directors  
Mental Health Commission of Canada





# Introduction





# Introduction

*“How could you have a soccer team if all were goalkeepers? How would it be an orchestra if all were French horns?”*

– Desmond Tutu

## Background

In Canada, 1 in 5 people are living with mental health problems at any one time, and nearly half the population will experience some type of mental illness by age 40.<sup>1</sup> Mental illness is also the leading cause of work disability, affecting almost seven million working age adults. The cost to employers from losses related to turnover, absenteeism, and presenteeism<sup>2</sup> is over \$20 billion annually.

When such figures are seen in light of Canada’s current skills shortage (which the Canadian Chamber of Commerce ranks as a top 10 barrier to our global competitiveness) and future workforce shortfalls (an estimated two million workers by 2031),<sup>3</sup> it’s easy to see why a growing number of employers are looking for ways to engage members of the Aspiring Workforce by providing them with stable, fulfilling work.

## Purpose

This toolkit is meant to help human resources (HR) professionals and those with HR, wellness and diversity responsibilities increase accessibility and inclusiveness and address the needs of workers living with mental illness. Because recruitment, retention, and support policies and practices affect everyone, the toolkit draws on the insights of workers with experience of mental illness as well as their co-workers and managers. It is also informed by *A Clear Business Case for Hiring Aspiring Workers*,<sup>4</sup> a multidisciplinary study from the Mental Health Commission of Canada.

## What is the Aspiring Workforce?

Members of the Aspiring Workforce are people who, due to mental illness, are unable to enter or remain in the workforce, are in and out of work due to episodic conditions, or are wanting to return to work after a long absence. The Aspiring Workforce is an untapped resource that can help organizations fill labour and skills shortages. Its members simply need supports and accommodations to succeed.

If you are worried that the costs of providing accommodations and supports will prevent you from recruiting, hiring, and retaining people living with mental illness, take a close look at Section 4: it shows that an organization's investment for such supports and accommodations, based on a five-year projection, are returned between two and seven times over.

## How to Use this Toolkit

The toolkit uses five main sections to highlight the steps and strategies your organization can implement to better recruit, hire, and retain workers living with mental illness. Section 1 on organizational self-assessment will help you pin down what your organization is already doing well and where there are areas for improvement. Section 2 will give you ways to increase accessibility and inclusiveness, which the case scenarios in Section 3 further clarify. Section 4 offers a framework to help you assess your organization's return on investment and predict upfront and ongoing costs as well as potential returns. Section 5 has some practical tools, using a Plan-Do-Check-Act (PDCA) model, to help you monitor, evaluate, and ensure ongoing improvement.

There's no need to review all the sections or follow them in order, since they will be more or less relevant to different organizations. You might also want to use the PDCA outline in Section 5 as you work through various sections. But as you complete each one, you will be adding a building block to your business case, which you can use to help your organization take action. We also encourage you to let others in your organization use the toolkit – the similarities and differences that result can be important for developing a more comprehensive case.



# Organizational Self-Assessment

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Use this self-assessment tool to identify what your organization is already doing and to set priorities for improvement. To help you build a more complete picture, we encourage you to gather multiple perspectives by also asking others in your organization to complete this exercise.<sup>5</sup> Feel free to skip questions that don't apply.

---





SECTION

01



# Organizational Self-Assessment

In the Strengths column, list the specific policies and committees now in place or the actions you've already taken for each Statement. Under Opportunities for Action, list any issues or concerns you still need to address.

Statements	Strengths 	Opportunities for Action 
Diversity and Inclusion		
My organization takes steps to build an inclusive workplace.		
My organization provides flexibility regarding when, where, and how people work.		
We have appropriate physical space for the needs of each worker and their job tasks (e.g., providing a quiet and private space or room for collaboration, as needed).		



Statements	Strengths	Opportunities for Action
<p>My organization takes active steps to create a work environment free of stigma and discrimination.</p>		
<p>My organization lets workers share opinions and contribute to decision making.</p>		
<p>My organization provides opportunities for peer support and collaboration (i.e., peer-support initiatives, team-building activities, and work-recognition events).</p>		
<p>Psychological Health and Safety</p>		
<p>My organization actively facilitates respectful and non-judgmental discussions about mental health in the workplace.</p>		



Statements	Strengths	Opportunities for Action
My organization ensures that all team members demonstrate civility in their workplace interactions.		
My organization effectively resolves workplace conflict while preserving the respect and dignity of all participants.		
My organization refers employees who are living with mental illness to appropriate resources in our organization and/or community.		
My organization supports the needs of employees living with mental health conditions who are trying to stay productive at work.		
My organization gives employees the supports, skills, and resources they need to meet the psychological and emotional demands of their job.		





Statements	Strengths	Opportunities for Action
My organization regularly monitors team workload demands and makes adjustments, as needed.		
My organization ensures that the mental and emotional effort required to do the work is reasonable.		
My organization responds in effective and timely ways to any potential risks to employees' psychological safety.		
My organization addresses the psychological impact of workplace bullying, harassment, or unresolved conflict on all workers.		
My organization recognizes and addresses the psychological impact of illnesses, accidents, or injuries on all workers.		



Statements	Strengths	Opportunities for Action
The people in my organization are comfortable when employees share their emotional or personal concerns.		
My organization addresses any work-related fears or concerns employees may have.		
My organization effectively supports employees during times of crisis at work.		
When employees have a conflict between work and personal demands, my organization supports them in finding an effective solution.		
Employees can easily access support within my organization when they need someone to talk to.		



Statements	Strengths	Opportunities for Action
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Upholding Standards

My organization has standards and guidelines for respectful communication.		
All employees in my organization have access to benefits such as sick days.		
Employees take their entitled breaks and time off (e.g., lunchtime, breaks, vacation time).		
My organization provides individual accommodations, as needed, validates the required supports, and ensures clear documentation.		



Statements	Strengths	Opportunities for Action
<p>My organization keeps employees up-to-date when there are proposed or actual changes in processes, policies, or priorities that could impact their work.</p>		
<p>My organization holds all team members accountable for every instance of inappropriate workplace conduct.</p>		
Recruitment		
<p>My organization is open to having job candidates disclose a mental illness during an application or interview process.</p>		
<p>My organization asks prospective employees what they need to succeed.</p>		



Statements	Strengths	Opportunities for Action
<p>My organization presents itself as a place that supports and values employees with mental illness.</p>		
Retaining and Valuing Employees		
<p>My organization asks employees what they need to succeed.</p>		
<p>My organization regularly seeks feedback about employees' challenges or frustrations at work.</p>		
<p>My organization conducts regular check-ins to help employees maximize their capabilities and potential on the job.</p>		



Statements	Strengths	Opportunities for Action
<p>My organization seeks regular input about employees' professional development goals and has discussions about how best to achieve them.</p>		
<p>My organization actively encourages employees to suggest ideas for workplace experiences they may value or benefit from (e.g., committee work, mentoring, job shadowing).</p>		
<p>My organization actively solicits employee input on potential solutions to work-related challenges and issues.</p>		



Statements	Strengths	Opportunities for Action
------------	-----------	--------------------------

The Return to Work<sup>6</sup>

<p>My organization maintains respectful, low-pressure contact with employees who are on leave due to mental health concerns.</p>		
<p>My organization has a return to work plan, developed in collaboration with employees and with input from appropriate care professionals and insurers.</p>		
<p>My organization supports employees with co-worker communication and disclosure during their return to work.</p>		
<p>My organization conducts check-ins with employees after they return to work to ensure their experience is manageable and on track.</p>		



# Setting priorities, identifying strengths and opportunities – Developing your action plan

Once you've completed your organizational self-assessment, you're ready to start developing an action plan. Below is a four-step process to help you do so.

Before going through the four steps, list one of the opportunities for action from your self-assessment. Then determine its importance and how it aligns with your organization's goals and business plan. Repeat the process for each opportunity you identified in your self-assessment.

1

Problem



2

Importance to organization

3

Alignment with  
organizational goals

# Four steps for developing your action plan

STEP 1

List key strengths and opportunities for action

STEP 2

Compare responses and perspectives from the other members of your organization

*Note similarities and differences*

STEP 3

Describe any noteworthy patterns

*Were all the strengths and opportunities in the same category or were they spread out among different categories?*

STEP 4

Set your priorities for action

*Make sure you're considering multiple perspectives.*

**What needs to be done now?**

**What are the long-term goals?**

Section 2 of the toolkit uses the six categories from the self-assessment. You may wish to focus on the headings that relate to your organization's priorities to identify strategies that address the most pressing needs.



# Taking Action

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Whether or not your organization has taken steps toward supporting the mental health needs of your staff members, this section is designed to guide those efforts. The focus is on easy-to-implement, low-cost solutions, but the examples also address some key barriers to change and how to overcome them.

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SECTION

02



# Taking Action

The six examples below are fictionalized but are based on actual workers and workplaces from MHCC research.



## Questions for Reflection

- ✓ How might improvements to diversity and inclusion help my organization?
- ✓ How does my organization attend to the psychological health of its workers?
- ✓ How do people in my organization communicate with each other?

As noted at the end of Section 1, this section continues with the categories used in the self-assessment. You may wish to prioritize the strategies that address your organization's most pressing needs. Also, it can be helpful to think of the strategies in Section 2 as a starting point for leveraging your strengths and opportunities for improvement: some strategies may not apply while others may not be available because your organization's standards are less flexible in a given area.





# Diversity and Inclusion

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*“I think it’s about recognizing that with greater diversity we should have more perspectives. We should have lots of different things and in fact we might have more discomfort and more conflict. But it’s about providing people with the tools and the understanding, so they become conflict-competent and not conflict-averse – and understanding how sometimes that conflict can be used for innovation and spreading new growth.”*

– worker in a large public sector organization

Many recommendations in the Aspiring Workforce business case study<sup>7</sup> are about supporting diversity and inclusion. Organizations that do so celebrate the differences among staff members and actively create safe spaces, supportive work relationships, and employee engagement. Included in that process is strengthening supports for everyone regardless of whether a person has disclosed a specific need.

Of course, because organizations differ, they require their own solutions to supporting workers’ primary needs. It may be a private or quiet place to work, an open space for collaboration and support, or adequate access to sunlight. Whatever is required, it’s critical to listen to these needs and provide an appropriate range of options. You might even incorporate different types of spaces for workers’ tasks or consider them when designing or assessing the layout of your workspace. More complex needs might require things like providing a work-from-home option.

Also important is having a plan to address change. It isn’t unusual to meet resistance when deciding to support and accommodate workers who are living with mental illness. Such resistance is often rooted in misunderstanding the organizational value of making such accommodations; for instance, that organizations gain access to a larger pool of potential workers. Whether resistance is at an individual or organizational level, it can often be resolved by communicating openly with workers and doing more to educate them about mental illness. Discussing the benefits of diversity as a way to help your organization prepare for innovation and development may also be helpful.

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More information on how accommodated workers can access supports to meet their needs is available in the “Anne,” “Sam,” and “Howard” case scenarios in Section 3. Such supports, which should be made available to everyone in an organization, give accommodated workers the flexibility to complete job tasks and succeed in ways they otherwise couldn’t.

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## Workplace Strategies

- Be flexible about how, where, and when people work (might include work-from-home policies).
- Offer and strengthen the supports and benefits available to all workers (such as sick days).
- Modify the work environment to support all the tasks your organization carries out (might include private space and space for meetings or collaboration).
- Give workers the chance to share opinions and ideas in a way that is valued and heard by decision makers.
- Create ways for employees to support, reward, and recognize one another (might include team-building and informal gatherings).
- Identify and uphold the benefits of diversity when trying to promote inclusivity.
- Calculate and share the expected return on investment (in broad terms) and how small steps can positively affect everyone in the organization.



## Resources

1. Workplace Strategies' **Inclusivity and Discrimination**<sup>8</sup> web page provides further information on the benefits of establishing a diverse workforce and the importance of integrating inclusivity and mental health in the workplace.
2. A **case study** by the Creating a Diversity and Inclusion Program, from the Presidents Group, offers details on a formalized diversity and inclusion program at BCAA that led to “more intentional strategies and evaluation” and helped their team “do even more to attract and retain a diverse and inclusive workforce” (p. 1).<sup>9</sup>





# Psychological Health and Safety

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*“I think our leaders are on board, but I’m not sure management is. That’s kind of where it’s hit and miss.”*

– worker in a public sector organization

Even organizations that adopt psychological health and safety as key values can fall short unless frontline managers and supervisors apply the key principles in everyday practice. So, it’s crucial to give them the skills and resources they need to foster psychological health and safety: respectful communication standards, the capacity to resolve conflict, and the means to support employees who are living with mental illness.

In addition, frontline managers and supervisors need to regularly monitor staff workload and be aware of its potential impact on mental health and well-being. The mental and emotional demands related to completing tasks on time must not be allowed to disrupt an employee’s work-life balance or negatively affect competing work requirements.

Two main strategies can be used to resolve such issues, provided staff members have been given the time and right space to complete their work. The first is to adjust workloads; the second, to use collaboration software to cover tasks and enable in-person and remote work sharing among colleagues. Such programs can address some of the natural ebbs and flows and unexpected absences in an organization.

Consider how your organization addresses the psychological health and safety of its staff members. Is it a priority? Is it effectively communicated to all workers? Do frontline managers and supervisors have the skills and resources they need to recognize and address these issues? Do they follow guidelines for respectful communication?

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[See the case scenarios in Section 3 for more solutions on workers’ psychological health and safety.](#)

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## Upholding Standards

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*“People with mental health conditions have been through a lot of abuse in their life. Verbal, physical, you name it. So, often when people start yelling and are aggressive, it’s a trigger for them and it can cause them to even just walk out of the workplace. That’s why keeping things more under control helps them function better in the workplace.”*

– manager of a café

How much attention do you pay to the way people communicate and interact in your organization? Are they respectful to one another? Do they demonstrate civility? Does your organization encourage staff members to take the time off they need?

By modelling communication standards from the top down and being explicit about expectations for civility and respect, your organization can set measures that support positive mental health. Open and respectful communication is particularly critical during organizational change so that individuals can identify challenges and potential solutions. In addition, managers and supervisors should plan check-ins with their staff and debriefs with their teams to help create a culture of support and comradery. As well, a strengths-based approach that encourages workers to share their opinions can foster a sense of pride, commitment, and accomplishment.

Upholding employment standards is another way to support the mental health of workers and improve productivity. To keep your workers feeling their best, encourage them to take sick days when they need them, vacation days to rejuvenate, and the breaks they’re entitled to at work. Some employees might need ongoing time accommodations to complete their job requirements. To support accommodations, organizations should have a policy in place that tells workers how to request and negotiate them. If such accommodations are negotiated informally, it’s still a good idea to document them to ensure agreement and consistency.

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[Further details on the ways organizations can uphold standards are available in Section 3.](#)

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## Workplace Strategies

- Develop standards for proper communication that focus on respect and civility.
- Ensure that staff can access sick days and vacation time.
- Encourage staff to take breaks while at work.
- Develop procedures for the provision and documentation of accommodations.



## Resources

1. **13 Factors: Addressing Mental Health in the Workplace**, an MHCC video series on the factors identified in the *National Standard of Canada for Psychological Health and Safety in the Workplace* that affect the mental health of people in the workplace, is a great resource to promote discussion and get the conversation started. The **facilitator's guide** includes worksheets for every video, which you can use to help establish an open discussion on each factor.
2. **Accommodation Strategies**, a web page from Workplace Strategies for Mental Health, provides details on the many ways your organization can support discussions with employees who are living with mental illness.
3. **Supporting Employee Success – A Tool to Plan Accommodations**, developed by the Great-West Life Centre for Mental Health in the Workplace, has a fillable booklet that employers, employees, and health care professionals can use for accommodations. The tool includes a step-by-step process for assessing work-related triggers, developing accommodations that support employee success, facilitating an employee's well-being, and maintaining a safe and productive workplace.
4. **Making Work Work** is a free resource designed to help employers enable discussions when stress, anxiety, depression, and other mental health conditions are affecting someone at work. It is intended to aid communication, understanding, and support.



# Recruitment

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*“Right from the interview or Day 1 at work, we approach it from the perspective of ‘what do you need to succeed?’ And we ask that question on an ongoing basis, like ‘what do you need today to feel successful?’ And not just feel successful, but well. To do well.”*

– manager at a catering company

Organizations seeking to employ people with lived experience of mental illness can often be undermined by their own recruitment and hiring practices, which can exclude certain candidates by design. For example, people with mental illness may have gaps in their work histories – something that can raise flags and make it more difficult to get hired. But job candidates who have gaps in their work histories may have been dealing with personal challenges that enable them to offer fresh perspectives and make unique contributions. Unless an organization examines its standard procedures, it can miss out on such opportunities.

In reviewing how your current recruitment and hiring practices could be supporting this kind of exclusion, first consider these questions: What are the outcomes you are seeking? Can things be done differently without compromising key outcomes? Next, identify alternative approaches and remain open to other options. A significant barrier for people living with mental illness is employers’ unwillingness to imagine how things could be done differently.

To attract these individuals to your workplace, start by adopting a strengths-based approach when identifying skills and accomplishments. Such an approach means thinking outside the box about the qualifications and competencies you are seeking, like interviewing candidates with different experiences and perspectives. People with atypical educational backgrounds and personal histories can have unique approaches or skill sets that complement what you now have. Paying attention to the transferable skills a candidate might use in innovative ways is also an effective strategy.

Because mental illness is largely invisible, job applicants can often choose whether, when, and how to disclose an illness to employers. Encouraging early disclosure can help applicants feel more comfortable and facilitate the accommodations dialogue. Are there steps you might take to reduce the risk of disclosure? By modelling openness to diversity and inclusivity, you create a climate individuals can feel safe in. Once they do, they will be more likely to disclose what they need to be successful.

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[For more information on the risks connected to early disclosure, see the case scenario for “Sam” in Section 3.](#)

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## Workplace Strategies

- Review your recruitment and hiring practices to remove items that might exclude those who bring diverse perspectives.
- Focus on the strengths, skills, and competencies diverse job candidates might offer.
- Ask job candidates what they need to succeed in their job.
- Place job postings with employment support organizations that help people with disabilities.



## Resources

1. **Magnet**, a not-for-profit social enterprise founded by Ryerson University, in partnership with the Ontario Chamber of Commerce, uses an advanced blind-recruitment model that effectively and efficiently matches people's skills, preferences, and talents with job opportunities.
2. An employment support service provider in your area that can help match job candidates who are living with mental illness with vacancies in your organization.
3. **Workplace Strategies for Mental Health**, a Great-West Life Centre for Mental Health in the Workplace initiative, offers a range of information, training, and tools to help employers improve the psychological health and safety of their workplace.



# Retaining and Valuing Employees

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*“At every staff meeting we start with a check-in. ‘How’s everyone doing? Not just in your jobs but in your mental health, in your life.’ I feel very well-cared-for as an employee.”*

– worker at a catering company

Because turnover is a significant expense for organizations, once they hire and train high-quality employees, most focus on strategies to improve worker retention. To succeed, it is important to ensure that all employees feel valued, have the chance to grow, develop, and advance and are able to voice their ideas and opinions.

Regular check-ins in these and other areas are critical for reducing turnover and keeping staff morale high. You’ll want to include the following areas in your ongoing discussions with employees:

- performance and work-related goals
- professional development and career growth (to help people see their role in the organization over time)
- how to improve the organization (acting on these ideas can help individuals feel valued)
- experiences of work and overall well-being (to create a climate of value and appreciation)

Other ways to improve retention include (1) acknowledging or rewarding individuals’ contributions, and (2) fostering a culture of inclusivity through **peer support**, where employees can access emotional and social aids that are based on a common or shared experience. For high-risk sectors such as first responders and health care organizations, more formalized approaches are available. For example, “Beyond Silence” Training for Workplace Mental Health Champions offers evidence-based insights into developing skills and strategies to reduce stigma.

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[Learn more about feedback and discussions with staff members in the case scenario for “Sunnyside Catering” in Section 3.](#)

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## Workplace Strategies

- Encourage employees to share ideas with management and give input on decisions that will have an impact on the organization.
- Provide opportunities for professional and career development.
- Engage in regular check-ins with staff members to ensure that opportunities for support are identified and acted upon.
- Develop and get behind peer-support initiatives for those with shared experiences at work.



## Resources

1. **Guidelines for the Practice and Training of Peer Support** is an MHCC resource designed to increase the capacity for peer support and strengthen existing initiatives. Its focus is on the empathetic and supportive role of a peer-support worker in fostering hope, empowerment, and recovery.
2. **Psychologically Safe Leader Assessment** is a free confidential resource developed by a research team, led by University of Fredericton psychologist Joti Samra. The program helps to assess and improve the psychological health and safety skills of leaders.
3. Workplace Strategies' **Psychologically Safe Leader Assessment** is designed to help leaders with their psychological health and safety skills. It is based on evidence showing that employees are more satisfied in their jobs, more engaged in their work, and have greater psychological well-being and better relationships when they have psychologically safe leaders.
4. Workplace Strategies' **Supportive Performance Management** web page offers insight to help leaders address employee performance issues. It focuses on resolution, positive and constructive solutions, and employee success when taking mental health into account.





# The Return to Work

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*“As a manager, I often wonder, ‘how do I help?’ ‘How do I help and provide supports when trying to respect people’s personal boundaries or confidentiality or what they might want to share or not want to share?’”*

– HR professional in a public sector organization

For any employee who has taken time away, returning to work can be a challenge. Work tasks may have been distributed to co-workers, for example, which can mean tensions and workload issues on both sides. But when the returning employee is a person living with mental illness, your organization should be ready to help them navigate these issues with their co-workers.

To ease an employee’s transition back to work, open communication about their needs and expectations is critical to success. To prepare, it is helpful for employers to stay in touch with the employee while they are off work. Maintaining contact helps the organization understand the person’s progress and potential needs and contribute to a successful return to work. When doing so, remember to be patient and respectful. An employer’s communication may feel stressful or even overwhelming to an employee, especially when an acute mental illness is involved.

It’s also a good idea to prepare a return-to-work plan (see resources below) in collaboration with the employee and with relevant care professionals and insurers. Such a plan will clarify the person’s needs and expectations and provide a tangible document you can refer to throughout the employee’s return. This plan should be clear to both sides and be revisited as the transition progresses. Factors to consider in a return-to-work plan include

- allowing flexible scheduling for medical (and other) appointments
- increasing work hours slowly over time
- reducing workload
- minimizing workplace distractions and stressors
- establishing other accommodations as outlined by the employee and care professionals.

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For more information on the impact of an employee’s time away on co-workers, see the case scenario for “Sam” in Section 3.

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## Workplace Strategies

- When possible, stay in touch during the employee's leave of absence.
- Develop a clear return-to-work plan in collaboration with the employee and appropriate care professionals.
- Check in with the employee after their return to work.
- Provide ongoing support with communication and disclosure when the employee returns to work.



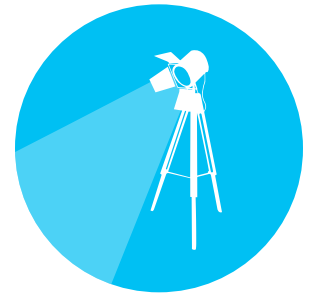
## Resources

1. **Supporting Employee Success: A Tool to Plan Accommodations for Workplace Mental Health**, developed by the Great-West Life Centre for Mental Health in the Workplace, has a fillable booklet for employers, employees, and health care professionals. The tool includes a step-by-step process for assessing work-related triggers, developing accommodations that best support employee success, facilitating the employee's well-being, and maintaining a safe and productive workplace.
2. **Managing Mental Health Matters – Managing Return to Work**, a free video training module by the Great-West Life Centre for Mental Health in the Workplace, provides answers to questions like “What can I do to help the employee be successful upon their return to work?” and “How can I manage co-worker reactions?”





# Examples – Case Scenarios



SECTION

03



# Examples – Case Scenarios



## Questions for Reflection

- ✓ How are workers accommodated in my organization?
- ✓ What are the common barriers in my organization to accommodating and supporting workers living with mental illness?

The following scenarios use fictionalized accounts<sup>10</sup> of employees in a range of organizations, based on actual workers and workplaces from MHCC research. They provide an overview of the ways different workers can be accommodated and supported. As you read through each scenario, consider how your organization would help a worker with similar needs. Included in each two-part case is a summary of the key strategies involved.





# Sunnyside Catering

## Small food services and social enterprise

Sunnyside Catering is a small, for-profit company that serves a local, urban market. The organization employs about five core staff members that each work between 25 and 40 hours a week. The owner, Nancy, who works up to 75 hours a week, has a severe mental illness. She founded the company to create a job for herself and for others in her situation. To supplement the core staff, a dozen or so part-time employees are called in for catering events, as needed. For a few days each week, the company also operates a café next to its food-preparation space and offers cooking classes for children, both on-site and in a neighbouring city.

Overall, Sunnyside Catering takes a universal approach to the way it functions, including how it hires employees and how its staff members interact. While many of its employees live with mental illness, the company is committed to supporting everyone. This inclusive policy greatly contributes to the way the organization addresses accommodations and work. As one staff member puts it, “We all have mental health.”

Accommodations are key to creating a safe and comfortable working environment at Sunnyside Catering. According to one employee, “We cultivate safety for openness and honesty, which is really good... It doesn’t

fix anything for anyone, obviously, but to just have a workplace that understands where you’re at is really good.”

One way the company creates this kind of environment is by supporting regular check-ins between employees; that is, putting aside time throughout the day to ask one another how they are doing, how their day is going, if they need help with tasks, etc. For one staff member, checking in can also foster other caring behaviours: “At every staff meeting we start with a check-in. ‘How’s everyone doing?’ – not just in your jobs but in your mental health, in your life – ‘How are you feeling’ and ‘how are you feeling about work?’” As she explains, check-ins give everyone a feeling of holistic support that naturally extends to other areas. Once, when she was planning to move, for example, Nancy and other staff members volunteered to help her pack and care for her toddler to relieve some of the burden.

No doubt being a smaller company helps, but checking in can also work among smaller teams at larger organizations.

Sunnyside Catering uses a cloud-based document-sharing platform to manage all their catering jobs. This approach helps with task sharing, collaborative decision making, and covering tasks when a worker is absent.



# Howard

(kitchen staff, accommodated worker at Sunnyside Catering)

Howard washes dishes, helps with food preparation for catering orders, and sometimes assists with serving at events. He is a core staff member who averages 30 hours per week at minimum wage. Howard has been with the organization for five years. He has bipolar affective disorder and a learning disability.

Because it is less stressful for Howard to sit while working, Nancy has set up a small table at sitting height for him to use as he prepares food. She has also agreed to let Howard keep his phone with him and take calls during the day, since he shares caregiving responsibilities for his kids with his wife. In addition, Nancy is flexible with the pay schedule: if Howard needs a cash advance she pays him early. When necessary, the owner's support extends to more personal needs; for example, she helped Howard complete some government forms and accompanied him to court when he was at risk of being evicted.



## Key workplace strategies profiled in Howard's story:

- Regular check-ins and peer support
- A work environment that supports productivity
- Access to sick days
- The option to work from home
- Flexible schedule options





# Rose Financial Group

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Midsized financial institution

Rose Financial Group provides banking services to individual and business customers. It has 5,000 employees across 300 locations in one Canadian province and serves some 750,000 clients.

Overall, the company has made wellness and mental health a top-down priority and offers a number of mental health supports and benefits. For instance, Mary, in human resources, acts as a liaison, between employees with mental health needs and organization leaders (e.g., VPs), on the one hand, and these employees and the benefits

systems (e.g., the family assistance program), on the other. This direct support role is needed, Mary says, because the company's occupational health and safety department only deals with physical health issues (return to work after injuries, etc.).

As one might expect, to the extent that employees living with mental illness must depend on one employee for access to supports, Rose Financial Group faces challenges regarding employee relationships and accommodations.



## Anne

(business analyst, accommodated worker at Rose Financial Group)

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Anne works at the company's head office and assists the human resources department with its mental health initiatives. She spends about 20 per cent of her time on these human resources responsibilities, which she began a few years ago after having worked as an analyst with the organization for many years. Anne herself lives with a multitude of lifelong mental illnesses, including severe depression and obsessive-compulsive disorder.

Her accommodations include soft measures like patience and time. The human resources director also checks in with her regularly to see how she is doing, particularly when she is going through an episode of depression. Anne has been given two computers to help her multitask and fulfil her job requirements. As well, she uses some of the universal supports the organization provides, such as the option of working from home, paid sick days, and flexible scheduling.

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Not only is Anne known as a high performer, with a number of work-related awards to her credit, she is also one of the first employees at Rose Financial to disclose a mental illness. Doing so has only increased her organizational profile: other employees now see her as an inspiration. Still, when Anne needs a sick day, she makes up a physical ailment to share with her manager and colleagues. That is, she'd rather call in with a cold or flu than have people suspect she is experiencing mental illness.

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### **Key workplace strategies profiled in Anne's story:**

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- Regular check-ins and peer support
  - A work environment that supports productivity
  - Access to sick days
  - The option to work from home
  - Flexible schedule options
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# Provincial Standards Department

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Large public sector organization

The Provincial Standards Department is a jurisdictional government division with 11-12,000 employees, about 80 per cent of whom are unionized. As a distinctly hierarchical organization, various layers of management are involved in its decision-making processes.

While the Provincial Standards Department has a number of policies and training programs related to anti-bullying and workplace climate, multiple units within the organization work independently. The result is a variation that affects employees' experiences with accommodations and co-worker relationships. One example is Sam, an employee living with mental illness who works in a unit with a very open style of communication. Co-workers joke around with one another and speak up if someone is feeling bullied or uncomfortable. This work climate helps Sam feel more at ease with navigating accommodations such as needing to go for a walk when anxiety is high.

Yet, because there are many different units, directors and managers, the workers living with mental illness receive varied levels of support. Many simply find it better to arrange informal accommodations, like flexible work schedules, rather than seek supports based on established policies. Tammy, for example, an employee at a different location than Sam also lives with mental illness. But she works in an actively hostile environment that doesn't offer appropriate accommodations.

All in all, the Provincial Standards Department tries to protect its accommodated workers through policies and supports. But because these are taken up differently across its work units, some workers are unable to access them, particularly when the climate in their unit is negative.



## Sam

(inspector, accommodated worker at the Provincial Standards Department)

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Sam, who uses a gender-neutral pronoun, has been a government inspector at the Provincial Standards Department for the past 12 years. Much of Sam’s time is spent in the field, but all inspectors have to check in at the office at the start and the end of each day. The hours are set, so there isn’t an option for flexible scheduling, and the work must be done on-site. Sam lives with severe depression and episodic anxiety attacks.

Sam’s accommodations consist mostly of universal supports, such as sick days, short- and long-term disability, vacation time, and family medical leave. Sam is open about mental illness with their manager and co-workers. Sam’s colleagues are also supportive: the team meets every two weeks to review workloads and discuss how best to support one another. As well, Sam meets regularly with their manager, who checks in frequently, particularly when Sam is going through a difficult episode.

When Sam is away on sick leave, their work is redistributed to colleagues. Since Sam is very conscientious and does not want to burden them when absent, Sam tries to stay ahead of schedule in case colleagues need time off.

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A unique aspect of Sam’s story is that they disclosed their illness during their initial job interview in order to be as transparent as possible. Through this disclosure, Sam was able to frame their experience of mental illness as an asset for the job and set the stage for open communication about accommodations and supports.



### Key workplace strategies profiled in Sam’s story:

- Regular check-ins, peer support, and supportive team meetings
  - Access to sick days
  - Open communication
- 
- 
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## Call to Action

Identify steps you will take in the short, medium, or long term to improve accessibility and inclusion in your organization.



# Developing Your Business Case



SECTION

04



# Developing Your Business Case

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*“It’s like equity. You put it in the bank and when you need it you pull it out. It’s already very good, but if you have a bad day, you just need to remind yourself that you’re at an organization that accommodates people.”*

- manager at a large financial institution on how accommodations increase workers’ intent to stay across an organization

You may be keen to recruit and retain workers living with mental illness but still be concerned about the financial impact on your organization: the costs to start up and provide ongoing benefits as well as the return on investment.

According to an MHCC [study](#),<sup>11</sup> there are certainly costs involved in implementing accommodations and supports for such workers. However, costs vary depending on the nature and structure of the organization.

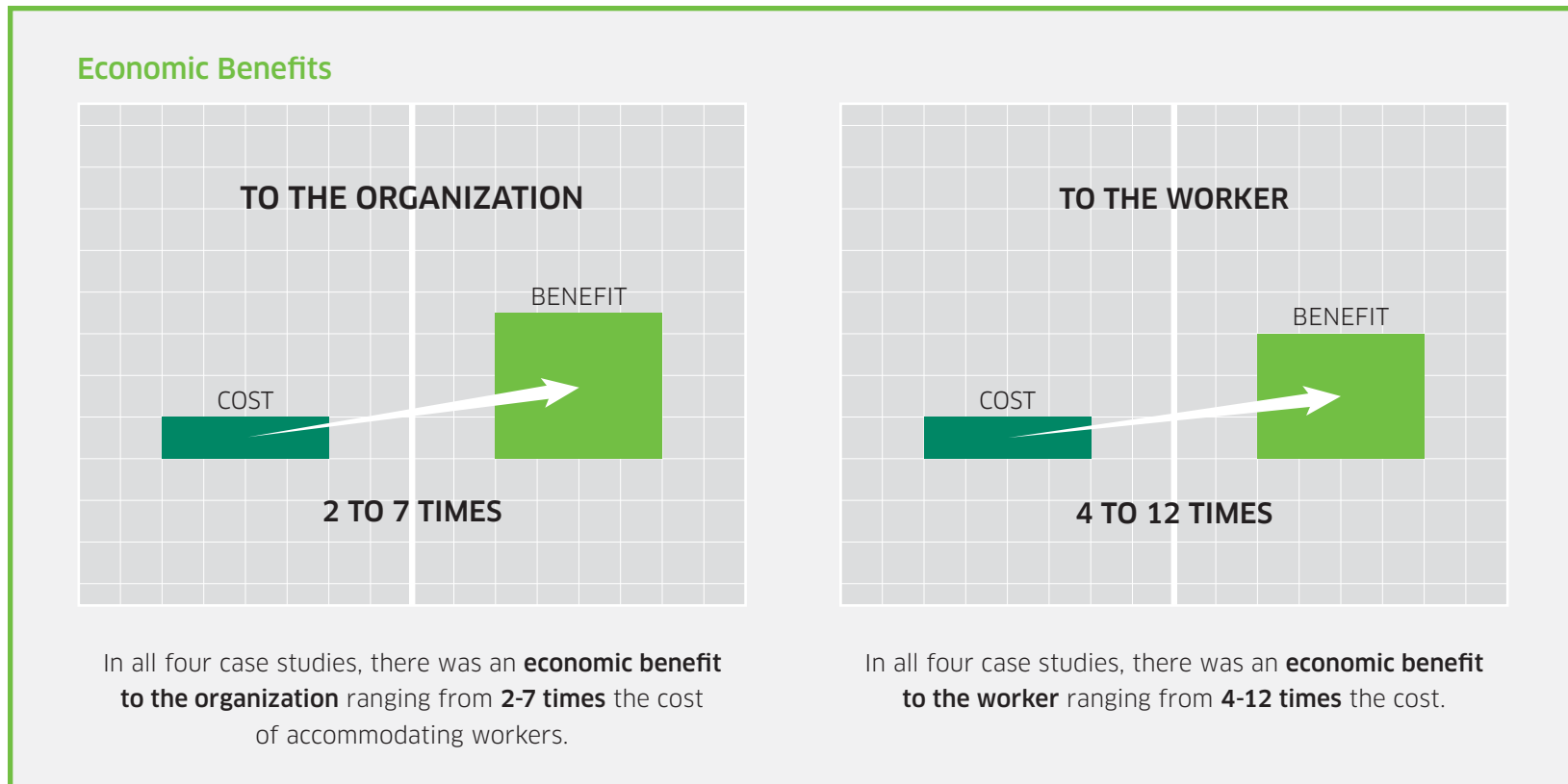
What is more, the benefits organizations receive in return more than make up for these initial and ongoing costs, ranging from two to seven times

the overall investment based on a five-year projection. This range translates to net savings of between \$56,000 and \$210,000 for each worker an organization accommodates over a five-year period.

Another finding from the research is that workers also benefit by sustaining their employment (anywhere from four to 12 times) when they can access accommodations, with net benefits to each of between \$31,000 and \$67,000 over a five-year period. These compelling findings highlight the extent to which investing in the recruitment and support of workers living with mental illness is a win-win situation.



Figure 1. - Return on investment to employers and employees for providing accommodations and supports to workers living with mental illness, based on five-year projections<sup>12</sup>



Building a business case involves taking stock of potential costs or resources and opportunities for benefits or outcomes.

### Costs or resources may include

- ✓ Accommodation planning and evaluation
- ✓ Incremental training for workers and/or their colleagues
- ✓ Maintenance such as ongoing meetings to ensure accommodations are serving workers well
- ✓ Special equipment, software, or other products and services.

### Benefits or outcomes may include

- ✓ Productivity improvements from accommodated workers and their colleagues that stem from the accommodation, such as reduced absenteeism and presenteeism
- ✓ Reduced turnover (improved retention)
- ✓ Less tangible benefits to organizations (Figure 2) and workers (Figure 3).

Other benefits, less easily measured because they are hard to quantify, are also important. They can mean significant improvements to an organization's performance. Our case studies identified several intangible benefits for both organizations and workers.

**Figure 2. - Intangible benefits to organizations**



### Small Café

- Increased job satisfaction among workers
- Increased quality of worklife
- Improved organizational climate/culture
- Improved relationships between co-workers
- Higher degree of organizational citizenship
- Improved organizational reputation



### Small Catering Company

- Improved attraction and retention
- Increased job satisfaction among workers
- Increased quality of worklife
- Improved organizational climate/culture
- Improved relationships between co-workers
- Higher degree of organizational citizenship
- Improved organizational reputation
- Increased organizational accountability



### Mid-sized Financial Company

- Increased job satisfaction among workers
- Increased quality of worklife
- Improved organizational climate/culture
- Improved relationships between co-workers
- Higher degree of organizational citizenship
- Improved organizational reputation



### Large Government Agency

- Increased job satisfaction among workers
- Increased quality of worklife
- Improved organizational climate/culture
- Improved relationships between co-workers
- Higher degree of organizational citizenship

**Figure 3. - Intangible benefits to accommodated workers**



### Small Café

- Increased quality of worklife
- Increased quality of life outside of work
- Improved organizational climate/culture
- Increased employment opportunities
- Increased work-life balance
- Improved relationships between co-workers
- Higher degree of organizational citizenship
- Increased job satisfaction



### Mid-sized Financial Company

- Increased quality of worklife
- Higher degree of organizational citizenship
- Increased job satisfaction



### Small Catering Company

- Increased quality of worklife
- Increased quality of life outside of work
- Improved organizational climate/culture
- Increased employment opportunities
- Improved relationships between co-workers
- Higher degree of organizational citizenship
- Increased job satisfaction



### Large Government Agency

- Increased quality of worklife
- Increased quality of life outside of work
- Improved organizational climate/culture
- Increased employment opportunities
- Increased work-life balance
- Improved relationships between co-workers
- Higher degree of organizational citizenship
- Increased job satisfaction



## Building your business case

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Start to build your own business case by taking stock of the potential costs and benefits that accommodating a worker will bring to your organization. Try to translate as many of them as possible into dollars and cents. It is best to identify costs and benefits that would occur over a specific time period, say, one year or five years. Be sure to use the same period throughout.

Next, calculate your organization's benefit-to-cost ratio (the sum of all benefits divided by the sum of all costs), or estimate the net benefit (the sum of all benefits minus the sum of all costs).

Use Table 1 to list the monetary costs or resources and the benefits or outcomes related to hiring and supporting workers living with mental illness.\*

\* Sample figures are taken from the case studies to provide an estimate, based on the experiences of four diverse organizations. The costs and benefits in your organization may fall outside this range. Beyond monetary costs and benefits, do not forget the many intangible benefits that are often realized by creating a culture of inclusion, support, and accommodation (as outlined in Figure 2 and Figure 3).

**Table 1. - Accommodation costs and benefits calculations**



Cost items	Cost examples <sup>13</sup>	Costs for your organization <sup>14</sup>
Accommodation planning and evaluation	People time for planning <hr/> \$300 to \$16,300 People time for evaluation <hr/> \$700 to \$16,300	
Special training needs	Additional training <hr/> up to \$8,400	
Maintenance	Additional meetings with worker, supervisor, co-workers and human resources <hr/> \$7,700 to \$59,000	
Other costs	Hardware/software <hr/> up to \$4,500 People time <hr/> \$1,300 to \$27,900 Transportation and sustenance <hr/> up to \$5,400	
<b>Total costs for your organization</b>		\$



Benefits Items	Benefit examples	Benefits for your organization
Reduced absenteeism	<u>Fewer absences by accommodated worker</u> up to \$1,500	
Reduced presenteeism	<u>Increased productivity of accommodated worker</u> \$41,700 to \$85,400 <u>Increased productivity of co-workers and supervisor</u> \$41,700 to \$146,400	
Reduced turnover (improved retention)	<u>Reduced turnover for accommodated worker and co-workers</u> \$8,100 to \$27,700	
Other monetary benefits from accommodations	No other monetary benefits noted in the cases	
<b>Total benefits for your organization</b>		\$

**Benefit-to-cost ratio** = total benefits ÷ total costs

**Net benefit** = total benefits - total costs





# Monitoring, Evaluating, and Ensuring Continual Improvement

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In this section we invite you to look at an example of the Plan-Do-Check-Act (PDCA) cycle<sup>15</sup> to help you monitor, evaluate, and ensure your organization's continual improvement in recruiting, hiring, and retaining people living with mental illness.

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SECTION

05



# Plan-Do-Check-Act

The Plan-Do-Check-Act cycle<sup>16</sup> is a continuous cycle for monitoring and evaluating improvement using four main stages.

## Plan

1

The planning stage involves examining the current issue and creating a plan for improvement based on your intended outcomes. As you review the questions for this stage, consider why you want to increase your capacity to hire and accommodate people living with mental health problems.

### Questions to ask yourself:

- What is the issue?
- Why is the issue important?
- What are the desired outcomes?
- How will you measure the outcomes?
- Who are the key individuals that need to be involved?
- Where will it take place?
- When will the plan be implemented?
- What is the desired timeframe for improvement?

## Do

2

In the doing stage, you conduct a trial of your plan in your organization, collecting data and noting any variation you encounter.

### Questions to ask yourself:

- Are key individuals getting involved?
- Are there barriers to change that need to be addressed?
- Is data on the right measures being collected on a timely basis?

## Check

3

The checking stage is where you determine how your plan is working and if other challenges exist based on the data you collected.

### Questions to ask yourself:

- Did the plan result in the desired outcomes?
- Do more people need to be involved?
- Do more ideas need to be generated?

## Act

4

In the last stage, it's time to implement your final plan while considering improvements and new ideas for the next cycle. Repeating the PDCA cycle offers you a process for continual improvement.

### Questions to ask yourself:

- What changes will be permanently implemented?
- Where does this need to be documented?
- Will this improvement be implemented on a larger scale?
- What are the future plans?



## Plan-Do-Check-Act in Action

This example is based on a real-life situation at a small food-services organization. The accommodated worker is a café and catering cook who has epilepsy, challenges with short-term memory, and a history of major depression.

### Plan

#### IDENTIFY AND EXAMINE THE NEED FOR CHANGE

1

- Issue: worker has difficulty keeping track of tasks due to challenges with short-term memory
- Desired outcome: ensure worker can complete all tasks to a satisfactory degree
- Measure: number of reminders needed for proper task completion
- Stakeholders: worker and manager
- The manager and worker agree upon an accommodation plan

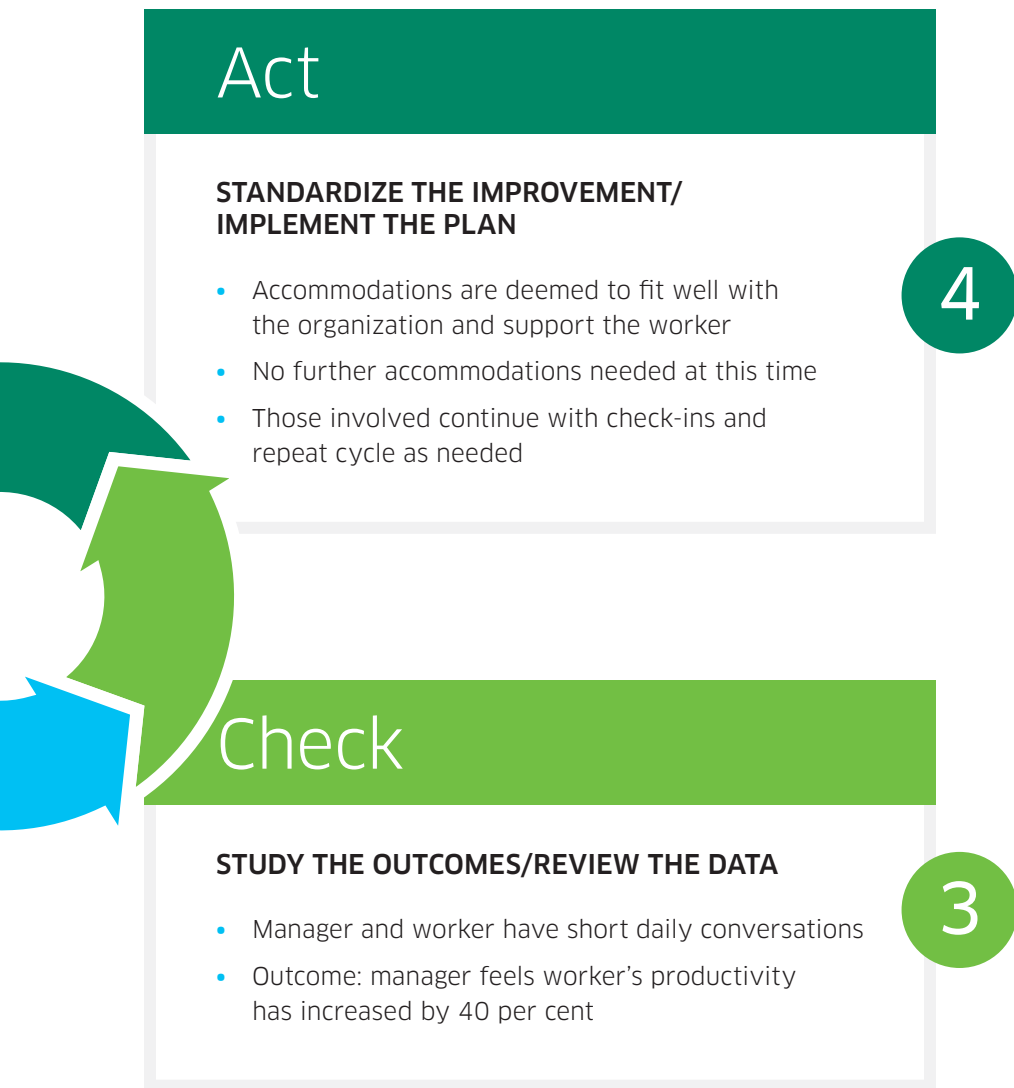
### Do

#### IMPLEMENT THE PLAN

2

- Manager writes down and reviews daily tasks
- Manager sends text message reminders about tasks to be completed
- Manager is flexible with scheduling
- Manager conducts regular check-ins
- Manager provides ongoing training support as needed
- Manager schedules weekly planning meetings to review activities for the week





## Call to Action

Create your own Plan-Do-Check-Act plan using a relevant mental health example from your workplace.

**Figure 4. – Plan-Do-Check-Act cycle example<sup>17</sup>**



Conclusion





# Conclusion

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By completing all sections in this toolkit, you have everything you need to develop a comprehensive business case for your organization. You can now undertake the following steps:

- ✔ Pull together all sections in this toolkit and present the net benefit and return on investment for taking action.
- ✔ Highlight the intangible benefits that could have a significant impact on your organization.
- ✔ Think about the different perspectives in your organization to identify priority areas or groups that need immediate attention.
- ✔ Set short-, medium- and long-term action plans with targeted outcomes.
- ✔ Identify barriers to action and develop creative solutions.
- ✔ Monitor and report on your progress.



As you take these steps, it will also help to keep the following key messages in mind:

1

There are different ways to achieve the same goal, so it's important to consider how to best support the needs of each staff member in relation to the unique needs and demands of your organization.

2

Communication is critical to successfully identifying priorities, taking appropriate action, and improving your capacity to hire and support workers living with mental illness.

3

Many organizations have already prioritized health, safety, diversity, and inclusion. If so, you should align the toolkit's strategies with your organization's existing mandate to improve diversity and inclusion.

4

While costs are involved in taking action, they will usually be far less than the benefits your organization receives in return.

5

Frontline managers and co-workers are key partners for success. Their capacity to communicate effectively and take the necessary steps to support and accommodate workers is critical. Ensuring such a positive culture will help your organization succeed.

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- 2 Mental Health Commission of Canada. (2018). *A clear business case for hiring aspiring workers: Findings from a research project that looked at the costs and benefits of recruiting and retaining people living with mental illness*. Retrieved from [https://www.mentalhealthcommission.ca/sites/default/files/2018-04/Business\\_case\\_for\\_aspiring\\_workforce\\_eng.pdf](https://www.mentalhealthcommission.ca/sites/default/files/2018-04/Business_case_for_aspiring_workforce_eng.pdf)
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- 9 Presidents Group. (n.d.). *Creating a diversity and inclusion program*. Retrieved from <http://accessibleemployers.ca/wp-content/uploads/2018/01/BCAA-Case-Study-Final.pdf>
- 10 The names of individuals and organizations, including any identifying information, have been changed. We use gender-neutral pronouns in one scenario to represent gender diversity in Canadian workplaces.
- 11 Mental Health Commission of Canada. (2018). *A clear business case for hiring aspiring workers: Findings from a research project that looked at the costs and benefits of recruiting and retaining people living with mental illness*.

- 12 Mental Health Commission of Canada. (2018). *A clear business case for hiring aspiring workers: Findings from a research project that looked at the costs and benefits of recruiting and retaining people living with mental illness.*
- 13 Cost and benefit examples, which are for a five-year time period, are taken from the case studies.
- 14 Calculate all costs and benefits to your organization over a consistent time period.
- 15 SAI Global. (2018). Plan, Do, Study, Act. Retrieved from <https://www.saiglobal.com/business-improvement/process/programs/pdsa.htm>
- 16 Bushell, S. (1992). Implementing plan, do, check and act. *Journal for Quality and Participation*, 15(5), 58-61.
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# Appendix –

## Economic Analysis: Stylized Accommodation Case Studies

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This section presents stylized cost-benefit case studies of accommodated workers. The cases profile the results of our economic analysis, which collected data from multiple stakeholders, including accommodated workers, co-workers, and managers/supervisors. We provide the computations from organizational costs and benefits and, where possible, similar calculations for the accommodated workers. The estimated value of each item covers a specific period (e.g., one time, weekly, monthly, yearly), which is then converted into a five-year estimate.

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ORGANIZATION

01




# Small, food services, consumer-run enterprise

## Accommodated worker profile

The accommodated worker is a cook who prepares food for a café and catering service. When the manager is absent, she also takes on the supervisor role. Her part-time position (20-30 hours a week) has lasted six years. She has epilepsy, challenges with short-term memory and, in the past, has experienced episodes of major depression.

The manager accommodates the worker's health conditions by writing down daily tasks, running through them the day before they're to be carried out, and sending regular text message reminders. The manager also has regular check-ins with her and is flexible if she makes an error with a recipe or if she needs personal/family time (she must pick up her young child from school in the late afternoon). The accommodations, which have been in place since she started, are reviewed through informal discussions. Daily conversations are also used to ensure that the accommodations are meeting her needs.

Table A1. – Accommodation costs and benefits: Examples and estimates\*




Cost items 	Case study examples 	Cost estimates 
<b>Accommodation planning and evaluation</b>	<p>Two 20-minute conversations/week.</p> <p>30 minutes/month during working hours.</p>	<p><b>Manager/supervisor time:</b>  <math>0.67 \text{ hrs} \times \\$27.66 \text{ (+ vacation, EI, CPP, WC)}</math>  <hr/> <b>\$20.66 (weekly)</b></p> <p><b>Manager/supervisor time:</b>  <math>0.5 \text{ hrs.} \times \\$27.66</math>  <hr/> <b>\$15.42 (monthly)</b></p>
<b>Computation (over 5 years)</b>		<b>\$6,051.65</b>
<b>Training</b>	<p>Training of 1.5 weeks (7.5 days) with ongoing check-ins at the beginning. This training was 6.5 days more than non-accommodated workers required.</p>	<p><b>Worker time initial training:</b>  <math>6.5 \text{ days} \times 6\text{-hr shifts} \times \\$12.48 \text{ (+ vacation, EI, CPP, WC)}</math>  <hr/> <b>\$542.60 (one time)</b></p> <p><b>Manager/supervisor time for check-ins:</b>  <math>6.5 \text{ days} \times 2 \text{ hrs/day} \times \\$27.66 \text{ (+ vacation, EI, CPP, WC)}</math>  <hr/> <b>\$400.86 (one time)</b></p>

\* To calculate yearly values, weekly costs are multiplied by 50, monthly costs by 11.5.

Cost items	Case study examples	Cost estimates
	<p>Three half-hour sessions each day during the first 3 days of training.</p> <p>Supplemental training of 3 weeks was provided later (viewed as 2 weeks longer than standard protocol).</p>	<p><b>Worker time:</b>  <math>1.5 \text{ hrs} \times \\$12.48</math> (+ vacation, EI, CPP, WC)  <hr/> <b>\$20.87</b> (one time)</p> <p><b>Manager/supervisor time:</b>  <math>1.5 \text{ hrs} \times \\$27.66</math> (+ vacation, EI, CPP, WC)  <hr/> <b>\$46.25</b> (one time)</p> <p><b>Worker time for supplemental training:</b>  <math>10 \text{ days} \times 6\text{-hr shifts} \times \\$12.48</math> (+ vacation, EI, CPP, WC)  <hr/> <b>\$834.76</b> (one time)</p> <p><b>Manager/supervisor time for check-ins:</b>  <math>10 \text{ days} \times 2 \text{ hrs/day} \times \\$27.66</math> (+ vacation, EI, CPP, WC)  <hr/> <b>\$616.71</b> (one time)</p>
<b>Computation (over 5 years)</b>		<b>\$2,462.05</b>
<p><b>Maintenance</b>  (meetings with supervisor/manager/HR)</p>	<p>10-20 minutes each week to plan activities; 5 minutes for daily check-ins; 10 minutes/week for texts and phone calls.</p>	<p><b>Manager/supervisor time:</b>  <math>0.83 \text{ hrs} \times \\$27.66</math> (+ vacation, EI, CPP, WC)  <hr/> <b>\$25.59</b> (weekly)</p>
<b>Computation (over 5 years)</b>		<b>\$6,397.50</b>



Cost items	Case study examples	Cost estimates
<b>Maintenance</b> (meetings with co-workers)	Time spent by co-workers writing down supply needs.	<b>Co-worker time:</b> 0.5 hrs x \$12.48 (+ vacation, EI, CPP, WC) <hr/> <b>\$6.95</b> (weekly)
<b>Computation (over 5 years)</b>		<b>\$1,740.00</b>
<b>Other time</b>	When a worker was having a crisis (e.g., needs assisting with housing), the manager helped out. This could happen three to four times a year. Management time was about one workday.	<b>Manager/supervisor time:</b> 7.5 hrs x \$27.66 (+ vacation, EI, CPP, WC) <hr/> <b>\$231.27</b> (yearly)
<b>Computation (over 5 years)</b>		<b>\$1,156.35</b>
<b>Other costs</b>	In general, compared to industry norms, slightly more staff time was required for supervision. Supervisors made sure employees did not work alone. The operating costs (wages for staff time) was about 30% higher than the industry average (one supervisor for every 15 workers). This organization had one supervisor for every 6-7 workers.	<b>Industry supervisors per worker: 0.067</b> <b>Organization supervisors per worker: 0.154</b> <b>Difference: 0.087</b>  0.087 FTE x \$55,200/year (+ vacation, EI, CPP, WC) <hr/> <b>\$5,353.72</b> (yearly)
<b>Computation (over 5 years)</b>		<b>\$26,768.60</b>

Benefit items 	Case study examples 	Benefit estimates 
<b>Productivity</b>	<p>Productivity at work rose between 40% and 80% for the worker. The manager estimates that the cook was about 40% more productive due to the accommodations.</p> <p>Productivity at work also rose 40% for co-workers. For several, there was greater clarity about task division.</p>	<p><b>Increased productivity:</b>            Assume 40% as a conservative estimate, i.e., half of the value reported by the cook:  <math>\\$18,720 (+ \text{ vacation, EI, CPP, WC}) \times 40\%</math>  <hr/> <b>\$8,347.20</b> (yearly)</p> <p>Assume two people are each 20% more productive:  <math>\\$18,720 (+ \text{ vacation, EI, CPP, WC}) \times 20\% \times 2</math>  <hr/> <b>\$8347.62</b> (yearly)</p>
<b>Computation (over 5 years)</b>		<b>\$83,481.20</b>
<b>Intent to stay</b>	<p>Intent to stay increased by 80% for all workers.</p>	<p><b>Increased loyalty:</b>            Assume an industry turnover rate of 100%, with a cost to find, hire, and train at 16% of the salary:  <math>\\$18,720/\text{year} (+ \text{ vacation, EI, CPP, WC}) \times 16\%</math>  <hr/> <b>\$3,339.05</b> (yearly)</p>
<b>Computation (over 5 years)</b>		<b>\$16,695.25</b>

## Accommodation costs and benefits for the organization

Five-year organizational costs

\$44,576

Five-year organizational benefits

\$100,171

Net benefit

\$55,596

Approximate organizational  
benefit-to-cost ratio

2.25

The figures do not capture the following intangible benefits for the organization:

- ✓ Increased job satisfaction of workers
- ✓ Increased quality of work-life
- ✓ Improved organizational climate/culture
- ✓ Improved relationships between co-workers
- ✓ Higher degree of organizational citizenship
- ✓ Increased organizational reputation

## Accommodation costs and benefits for the worker

Five-year personal time costs

\$5,217

Five-year benefits in terms of income

\$104,345

Benefit that the worker would have received in provincial disability over five years

\$55,020\*

Net benefit

\$44,108

Approximate worker benefit-to-cost ratio

9.45

The figures do not capture the following intangible benefits experienced by the accommodated worker:

- ✓ Increased quality of worklife
- ✓ Increased quality of life outside of work
- ✓ Improved organizational climate/culture
- ✓ Increased employment opportunities
- ✓ Increased work-life balance
- ✓ Improved relationships between co-workers
- ✓ Higher degree of organizational citizenship
- ✓ Increased job satisfaction

\* Estimate based on data from the Ontario Disability Support Program website: <http://www.odsp.info/rates.html>



ORGANIZATION

02




# Small, food services and social enterprise

## Accommodated worker profile

The accommodated worker washes dishes, helps with food preparation for catering orders, and sometimes assists with serving at events. He is a member of the organization's core staff, averaging 30 hours a week over the past five years (at minimum wage). He has a bipolar affective disorder and a learning disability.




The organization views accommodations as strategies to help workers succeed. Since this worker finds it less stressful to sit while working, the owner has set up a small table at sitting height that he can use as he prepares food. He is also allowed to keep his phone with him and take calls during the workday. This is important for him because he shares caregiving responsibilities for his kids with his wife. In addition, the owner is also flexible with the pay schedule: if the worker needs a cash advance, she pays him before payday. When necessary, the owner's support extends to more personal needs; for example, she has helped him complete disability forms and accompanied him to court when he was at risk of being evicted.

Table A2. – Accommodation costs and benefits: Examples and estimates\*

Cost items 	Case study examples 	Cost estimates 
<b>Accommodation planning and evaluation</b>	Accommodation planning took about 3 hours/week during work hours.	<p><b>Worker time:</b>                      3 hrs/week x minimum wage x \$11.40/hr                      (+ vacation, EI, CPP, WC)  <hr/> <b>\$38.13</b> (weekly)</p> <p><b>Management time:</b>                      3 hrs/week x management rate of \$27.66                      (+ vacation, EI, CPP, WC)  <hr/> <b>\$92.51</b> (weekly)</p>
<b>Computation (over 5 years)</b>		<b>\$32,660</b>
<b>Training</b>	Supervisor training was informal and organic due to the nature of small company; it took about 3 hours/month.	<p><b>Manager/supervisor time:</b>                      3 hrs x owner x \$27.66 (+ vacation, EI, CPP, WC)                      + 3 hrs x supervisor x \$14 (+ vacation, EI, CPP, WC)  <hr/> <b>\$139.33</b> (monthly)</p>
<b>Computation (over 5 years)</b>		<b>\$8,011.48</b>
<b>Maintenance</b> (meetings with co-workers)	Co-workers checked in with the worker, typically every day during working hours. Five people regularly interacted with the accommodated worker, which took about a half an hour/week for each co-worker.	<p><b>Co-worker time:</b>                      5 workers x 0.5 hrs x \$11.40 (+ vacation, EI, CPP, WC)  <hr/> <b>\$31.77</b> (weekly)</p>
<b>Computation (over 5 years)</b>		<b>\$7,942.50</b>

\* To calculate yearly values, weekly costs are multiplied by 50, monthly costs by 11.5.

Cost items	Case study examples	Cost estimates
Other time	There were weekly core leadership meetings (5 managers) every Monday; it involved checking in with one another during first half hour.	<b>Manager/supervisor time:</b> 4 managers x 0.5 hrs x \$14 (+ vacation, EI, CPP, WC) + owner/manager x 0.5 x \$27.66 (+ vacation, EI, CPP, WC) <hr/> <b>\$46.63</b> (weekly)
<b>Computation (over 5 years)</b>		<b>\$11,657.50</b>
Other costs	Previously, the manager only had one phone. She then added a work cellphone, partly because the worker could call up to 12 times/day. While the phone plan was \$65/month, the company needed a work phone anyway and would have purchased it within a few months. The manager/owner also purchased meals for the worker when she worked overtime, etc.	<b>Increased expenses:</b> \$65/month (+ HST) for phone; assume 2 meals/week at \$10 (+ HST) x 4 <hr/> <b>\$163.85</b> (monthly)
<b>Computation (over 5 years)</b>		<b>\$9,421.38</b>

Benefit items 	Case study examples 	Benefit estimates 
<p><b>Work absences</b></p>	<p>Because of the accommodations, the worker was very dedicated to the organization and came in more often than he was supposed to. Workers were not paid when they didn't work but, since others had to work overtime, absences could affect productivity.</p>	<p><b>Reduced costs for absences:</b>            For the worker, assume no absences (100% attendance).            For co-workers, assume a cost increase valued at 50% of absence time:  <math>\\$11.40/\text{hr} (+ \text{ vacation, EI, CPP, WC}) \times 6 \text{ hrs/day} \times 7.6 \text{ days} \times 50\%</math>  <hr/> <b>\$579.52</b> (yearly)</p>
<b>Computation (over 5 years)</b>		<b>\$1,448.80</b>
<p><b>Productivity</b></p>	<p>When workers were well accommodated and surrounded with support, their productivity increased; because they were less stressed about other facets of life and their needs were addressed, they were better able to focus on their work. Co-workers were also more productive when the worker was accommodated.</p>	<p><b>Increased productivity:</b>            For the worker, assume 50% as a conservative estimate, i.e., half the value reported by the manager:  <math>\\$11.40/\text{hr} \times 30 \times 50 (+ \text{ vacation, EI, CPP, WC}) \times 50\%</math>  <hr/> <b>\$9,531.54</b> (yearly)            For co-workers, assume a conservative estimate of 30% more productivity:  <math>\\$11.40/\text{hr} \times 30 \times 50 (+ \text{ vacation, EI, CPP, WC}) \times 30\% \times 2</math>  <hr/> <b>\$11,437.85</b> (yearly)</p>
<b>Computation (over 5 years)</b>		<b>\$104,846.95</b>



Benefit items	Case study examples	Benefit estimates
Intent to stay	Intent to stay for co-workers increased by 50%.	<p><b>Increased loyalty:</b>            Assume an industry turnover rate of 100%, with a cost to find, hire, and train at 16% of salary:  <math>\\$14.00/\text{hr}</math> (+ vacation, EI, CPP, WC) x 40 hrs x 50 weeks            x 16% x 0.5</p> <hr/> <p><b>\$2,497.15</b> (yearly)</p>
<b>Computation (over 5 years)</b>		<b>\$12,485.75</b>
Staff turnover	Staff turnover was very low according to food-industry standards.	<p><b>Decreased turnover:</b>            Assume industry turnover rate of 100%, cost to find, hire and train is 16% of annual salary)  <math>\\$11.40 \times 30 \times 50</math> (+ vacation, EI, CPP, WC) x 16%</p> <hr/> <p><b>\$3,050.29</b> (yearly)</p>
<b>Computation (over 5 years)</b>		<b>\$15,250.45</b>

## Accommodation costs and benefits for the organization

Five-year organizational costs

\$69,693

Five-year organizational benefits

\$134,032

Net benefit

\$64,339

Approximate organizational benefit-to-cost ratio

1.92

The figures do not capture the following intangible benefits for the organization:

- ✓ Improved attraction and retention
- ✓ Increased job satisfaction of workers
- ✓ Increased quality of worklife
- ✓ Improved organizational climate/culture
- ✓ Improved relationships between co-workers
- ✓ Higher degree of organizational citizenship
- ✓ Increased organizational reputation
- ✓ Increased organizational accountability

## Accommodation costs and benefits for the worker

Five-year personal time costs

\$9,532

Five-year benefits in terms of income

\$95,315

Benefit that the worker would have received in provincial disability over five years

\$55,020

Net benefit

\$30,764

Approximate worker benefit-to-cost ratio

4.23

The figures do not capture the following intangible benefits experienced by the accommodated worker:

- ✓ Increased quality of worklife
- ✓ Increased quality of life outside of work
- ✓ Improved organizational climate/culture
- ✓ Increased employment opportunities
- ✓ Improved relationships between co-workers
- ✓ Higher degree of organizational citizenship
- ✓ Increased job satisfaction

Also noted by a co-worker as an outcome was a minimal increase in the workload for all workers – but mostly for the owner.



ORGANIZATION

03

## Mid-sized bank




### Accommodated worker profile

The accommodated worker is a business analyst at the head office, and she also assists the human resources department with mental health initiatives. She splits her time between these two responsibilities at 80 and 20 per cent, respectively. While her dual responsibilities began only a few years ago, she has been an analyst in another location of the organization for many years. This person has been living with four lifelong mental illnesses, including severe depression and obsessive-compulsive disorder (OCD).

Accommodations include soft measures such as patience and time. The HR director checks with her regularly to see how she is doing, particularly when she is going through an episode of depression. The worker also has two computers on her desk to help her multi-task. She is one of few people in the organization with such a set-up. In addition, the worker also takes advantage of universal supports provided by the organization; in particular, she could work from home, take paid sick days, and use a flexible schedule.




This person is known to be a high performer and has received awards for her work. She is also one of the first employees to disclose her mental health condition. This has raised her profile in the organization, where she is now considered an inspiration for others.

Table A3. – Accommodation costs and benefits: Examples and estimates\*

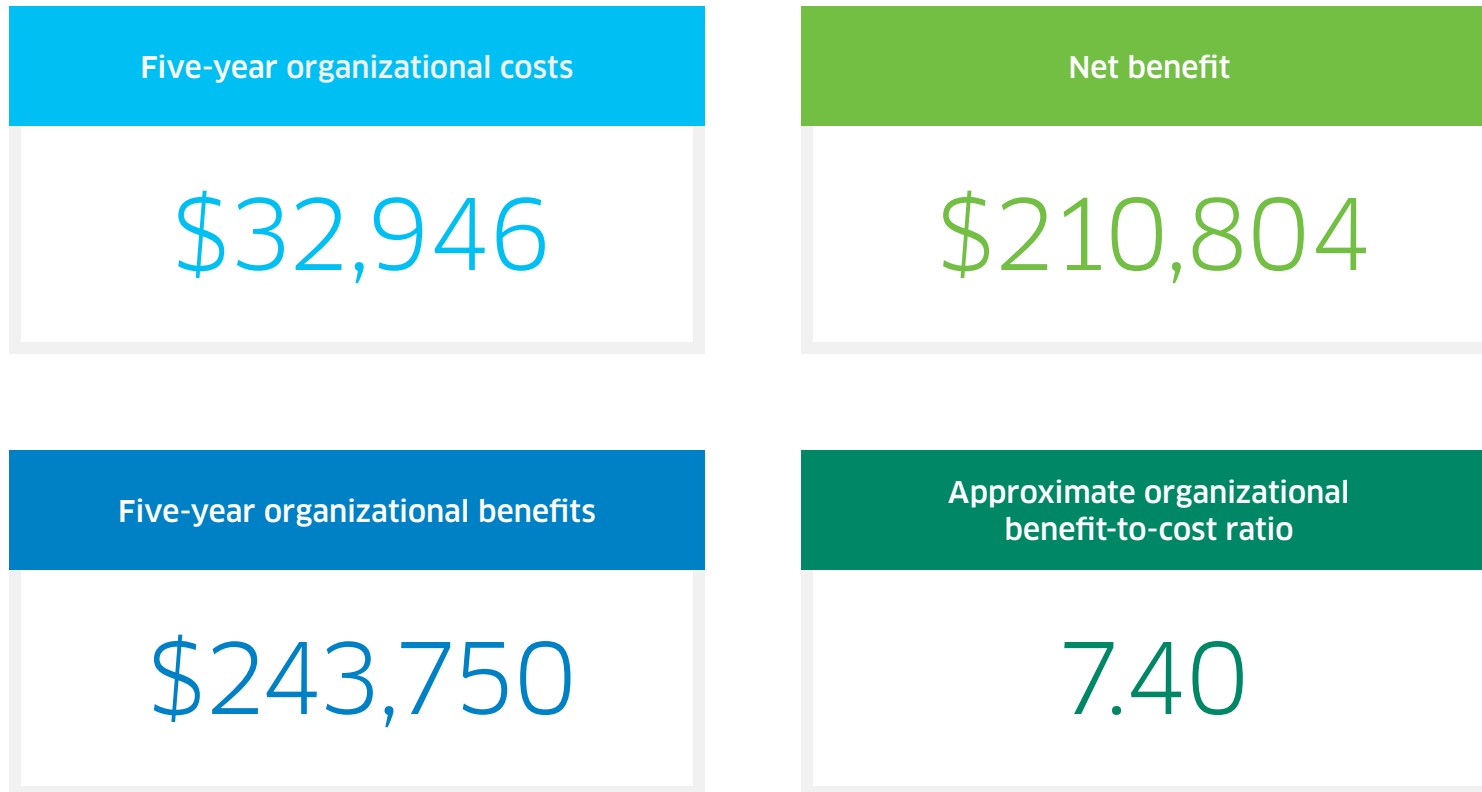
 Cost items	 Case study examples	 Cost estimates
<b>Accommodation planning</b>	<p>Planning took about 2 hours of the worker's time over her first month.</p> <p>It initially took an hour/week for 20 weeks for the manager and HR director to plan for the accommodated worker's new position. The worker met with the HR director each time, and the manager attended half the time. All meetings took place during work time.</p>	<p><b>Worker and manager time:</b>            2 hrs x rate for worker (+25% benefits)            + 2 hrs x rate for manager  <hr/> <b>\$282.05</b> (one time)</p> <p><b>Worker, manager and director time:</b>            20 hrs x rate for worker (+25% benefits)            + 10 hrs x rate for manager (+25% benefits)            + 20 hrs x rate for HR director (+25% benefits)  <hr/> <b>\$3,397.44</b> (one time)</p>
<b>Computation (over 5 years)</b>		<b>\$3,679.49</b>
<b>Accommodation evaluation</b>	<p>Evaluation took the manager 5 work hours over the year. The HR director also evaluated accommodations for the new position.</p>	<p><b>Worker, manager and director time:</b>            Assume that the worker, manager, and HR director each spent 5 hours:            5 hrs/year x rate for worker (+25% benefits)            + 5 hrs/year x rate for HR director (+25% benefits)            + 5 hrs/year x rate for manager (+25% benefits)  <hr/> <b>\$1,057.69</b> (yearly)</p>
<b>Computation (over 5 years)</b>		<b>\$5,288.45</b>

\* The annual pay rates used are as follows: worker (business analyst), \$90,000, corporate manager, \$130,000, HR director, \$110,000. An additional 25% has been assumed for payroll costs.

Cost items	Case study examples	Cost estimates
<b>Maintenance</b> (meetings with supervisor/manager/HR)	The worker had informal meetings with the HR director about how she was doing; 1 hour/month.	<b>Worker and director time:</b> 1 hr/month x rate for worker (+25% benefits) + 1 hr/month x rate HR director (+25% benefits) <hr/> <b>\$128.21</b> (monthly)
<b>Computation (over 5 years)</b>		<b>\$7,692.60</b>
<b>Other time</b>	An HR staff member had to write up a contract for the 20% reallocation of the worker's time, making sure it was acceptable to the worker's boss and supervisor. It took about 1-10 hours of work time.	<b>Worker and Human Resources time:</b> 10 hrs x rate for HR staff (+25% benefits) + 2 hrs x rate for HR directors (+25% benefits) + 2 hrs x rate for manager (+25% benefits) + 2 hrs x rate for worker (+25% benefits) <hr/> <b>\$631.41</b> (one time) NB: use \$65,000/year for HR staff time
<b>Computation (over 5 years)</b>		<b>\$631.41</b>
<b>Other costs</b>	The accommodated worker was given two computers.  The accommodated worker often had to cancel and reschedule meetings without notice.	<b>Increased equipment costs:</b> Estimate \$4,500 for extra computer (one-time costs, with installation). Assume that maintenance is not incremental. <hr/> <b>\$4,500.00</b> (one time)  Rescheduling occurs at least once a month; estimate lost productivity at 0.5 hrs for people's time. Assume meetings of 3 people, 2 times/month, assume HR director, worker, and one other person at same rate as worker. <hr/> <b>\$185.90</b> (monthly)
<b>Computation (over 5 years)</b>		<b>\$15,654.00</b>

Benefit items 	Case study examples 	Benefit estimates 
<b>Productivity</b>	<p>There was a 30% increase in productivity at work for the accommodated worker.</p> <p>There was a 10% increase in productivity for co-workers; some items, such as scheduling, could take a little more time, but net productivity was higher due to the accommodated worker's efforts and the quality of her work.</p>	<p><b>Increased productivity:</b> For the worker, assume a conservative value of 15%: 15% x worker salary (+25% benefits) ----- <b>\$16,875</b> (yearly)</p> <p>For co-workers, assume a conservative estimate of 5% for 3 co-workers, and use the same rate of \$16,875/year: 5% x co-worker salary (+25% benefits) ----- <b>\$6,875</b> (yearly)</p>
<b>Computation (over 5 years)</b>		<b>\$203,125</b>
<b>Intent to stay</b>	<p>Intent to stay increased 30% for the manager; he was already very committed to staying and did not leave the organization.</p>	<p><b>Increased loyalty:</b> Assume an alternative scenario in which the manager is replaced once over a 5-year period (at a replacement cost of 25% of the salary): 25% x rate for manager (+25% benefits) ----- <b>\$40,625</b> (one time over 5 years)</p>
<b>Computation (over 5 years)</b>		<b>\$40,625</b>

## Accommodation costs and benefits for the organization





The figures do not capture the following intangible benefits for the organization:

- ✓ Increased job satisfaction of workers
- ✓ Increased quality of worklife
- ✓ Improved organizational climate/culture
- ✓ Improved relationships between co-workers
- ✓ Higher degree of organizational citizenship
- ✓ Increased organizational reputation

## Accommodation costs and benefits for the worker

Because this worker did not identify any personal time costs or monetary benefits, it is not possible to identify a net benefit or benefit-to-cost ratio. The worker, however, noted several intangible benefits that align with those realized by the organization:

- ✓ Increased quality of worklife
- ✓ Higher degree of organizational citizenship
- ✓ Increased job satisfaction

In addition, a co-worker noted another beneficial outcome: a decrease in the workload of other co-workers due to the accommodated worker's high productivity.



ORGANIZATION

04

# Large, public sector organization




## Accommodated worker profile

The accommodated worker is a provincial government inspector who has been with the organization for 12 years. Much of his time is spent in the field, but he needs to check in at the office at the start and end of the day. The hours are set, so there is no option for flexible scheduling, and the work must be done on-site. The person experiences severe depression and has episodic anxiety attacks.

The accommodations are mostly related to universal supports provided by the employer such as sick days, short- and long-term disability, vacation time, and family medical leave. He is open about his mental illness with his manager and co-workers, and his colleagues are all supportive. The team meets every two weeks to review workloads and how best to support each other. He also has regular meetings with his manager, who checks on him frequently, particularly when he is going through a difficult episode.

When he is on sick leave, his work gets redistributed to his colleagues. He is very conscientious, and aware of this fact, so he generally works to stay ahead of schedule in case he needs to take time off. This ensures that his colleagues are not overly burdened when he is absent.




Table A4. – Accommodation costs and benefits: Examples and estimates\*

Cost items 	Case study examples 	Cost estimates 
<p><b>Accommodation planning</b></p>	<p>Less than 1 hour, 2 times/year (1-2 episodes was typical). There were 2 other supervisors in the group, one of which was involved in working out the plan with the worker.</p>	<p><b>Manager/supervisor time:</b>                      Use a rate of \$105,000/year for the manager and \$95,000 for the supervisor:  <math>1 \text{ hr} \times \text{rate} \times 2 \text{ people} \times 2 \text{ episodes/year}</math>  <hr/> <b>\$256.41</b> (yearly)</p>
<b>Computation (over 5 years)</b>		<b>\$1,280.00</b>
<p><b>Accommodation evaluation</b></p>	<p>Check-ins with the worker to see how he was doing; occurs multiple times after an illness episode; each check-in took 10 minutes and occurred 3 times the first day back to work, once the next day, and twice in the following weeks.</p>	<p><b>Manager/supervisor time:</b>                      Assume 6 check-ins/episode and use a rate of \$105,000/year for the manager:  <math>1 \text{ hr} \times \text{rate} \times 2 \text{ episodes/year}</math>  <hr/> <b>\$134.62</b> (yearly)</p>
<b>Computation (over 5 years)</b>		<b>\$673.10</b>

\* The annual pay rates used are as follows: worker (inspector), \$78,053; manager, \$105,000; supervisor, \$95,000. An additional 25% has been assumed for payroll costs. Weekly costs are multiplied by 44 for yearly values, since the worker takes four weeks for vacation and four weeks for sick time.

Cost items	Case study examples	Cost estimates
<b>Maintenance</b> (meetings with supervisor/ manager/ HR)	The manager and worker discussed attendance as part of performance appraisal (4 times/year); 2 hours total time/year for discussion about attendance.	<b>Worker time:</b> Use a rate of \$78,053/year (+ 25% benefits) for the worker, adjusted to an hourly rate: $2 \text{ hrs} \times \text{rate} (+ 25\% \text{ benefits})$ <hr/> <b>\$100.08</b> (yearly)
<b>Computation (over 5 years)</b>		<b>\$500.40</b>
<b>Maintenance</b> (meetings with co-workers)	Seven inspectors met every 2 weeks for 2 hours (average of one hour/week) to discuss workload and provide support. Informal meetings also occurred each day for about 10-15 minutes.	<b>Worker and co-worker time:</b> Use the rate of \$78,053/year, adjusted to the hourly rate. Include only the accommodated worker's time and the time his co-workers required to address his needs. Since there were 6 other inspectors, multiply this figure by 7: $0.33 \text{ hrs} \times \text{rate} (+ 25\% \text{ benefits}) \times 7 \text{ inspectors}$ <hr/> <b>\$115.59</b> (weekly)
<b>Computation (over 5 years)</b>		<b>\$25,429.80</b>
<b>Maintenance</b> (people's time for meetings)	The worker had 1-2 unique episodes/year. The manager consulted with HR or his boss on how to handle each episode.	<b>Manager and director time:</b> Use a rate of \$105,000/year (+ 25% benefits) for the manager and \$130,000 (+ 25% benefits) for the director, adjusted to the hourly rate. Assume 0.5 hrs for each consultation: $0.5 \text{ hrs} \times \text{rate} \times 2 \text{ people} \times 2 \text{ episodes/year}$ <hr/> <b>\$150.64</b> (yearly)
<b>Computation (over 5 years)</b>		<b>\$753.20</b>

Cost items	Case study examples	Cost estimates
Other time	The accommodated worker used the standard procedure for logging hours once a week to register absences when taking time off work; took about 5 minutes.	<p><b>Worker time:</b>            Use a rate of \$78,053/year (+ 25% benefits) for the worker, adjusted to the hourly rate:  <math>0.083 \text{ hrs} \times \text{rate (+ 25\% benefits)}</math>  <hr/>           (weekly)</p>
<b>Computation (over 5 years)</b>		<b>\$913.00</b>
Other time	Forms to be completed by the worker's doctor for formal accommodations; the worker's request for flexible schedule was initially denied. The worker spent time filling out the form, and the manager spent a few hours doing research to support the case.	<p><b>Worker and manager time:</b>            Assume 3 hours each for worker time and manager time. Use a rate of \$78,053/year (+ 25% benefits) for the worker and \$105,000/year (+ 25% benefits) for the manager, adjusted to the hourly rate:  <math>3 \text{ hrs} \times \text{rate} \times 2 \text{ people}</math>  <hr/> <b>\$352.03</b> (one time)</p>
<b>Computation (over 5 years)</b>		<b>\$352.03</b>

Benefit items 	Case study examples 	Benefit estimates 
<p><b>Productivity</b></p>	<p>The worker's productivity increased by 30-40%; he was very productive when at work.</p> <p>The productivity of the 6 co-workers increased when the accommodated worker's needs were met.</p>	<p><b>Increased productivity:</b>            Assume half the amount (15-20%) for the worker's time off that may be needed, which is conservative.            Use a rate of \$78,053.95/year (+ 25% benefits) x 17.5%</p> <hr/> <p><b>\$17,074.30</b> (yearly)</p> <p>For the co-workers, use an estimated increase of 10% and assume it is relevant only half the time.            Use a rate of \$78,053.95/year (+ 25% benefits):            rate x 10% x 50% x 6</p> <hr/> <p><b>\$29,270.23</b> (yearly)</p>
<b>Computation (over 5 years)</b>		<b>\$231,722.65</b>
<p><b>Intent to stay</b></p>	<p>The worker's intent to stay increased by 80% because his needs were being met through accommodations.</p> <p>The manager's intent to stay decreased by 30-40% due to frustrations with having to deal with the worker's accommodations. The manager was open to finding another position within the organization.</p>	<p><b>Increased loyalty:</b>            For the worker, assume a conservative estimate of 40% for one replacement over 10 years, using 3 months of salary for recruitment and training. Use a rate of \$78,053.95/year (+ 25% benefits):            rate x turnover rate x 25%</p> <hr/> <p><b>\$9,756.74</b> (one time over 10 years)</p> <p>For the manager, use a conservative estimate of 15% for one replacement over 10 years, using 3 months of salary for recruitment and training. Use a rate of \$105,000/year (+ 25% benefits):            15% decrease x wage rate</p> <hr/> <p><b>(\$6,093.75)</b> (one time over 10 years)</p>
<b>Computation (over 5 years)</b>		<b>\$1,831.50</b>

## Accommodation costs and benefits for the organization

Five-year organizational costs

\$29,903

Five-year organizational benefits

\$233,554

Net benefit

\$203,650

Approximate organizational benefit-to-cost ratio

7.81

The figures do not capture the following intangible benefits for the organization:

- ☑ Increased job satisfaction of workers
- ☑ Increased quality of worklife
- ☑ Improved organizational climate/culture
- ☑ Improved relationships between co-workers
- ☑ Higher degree of organizational citizenship

## Accommodation costs and benefits for the worker

Five-year personal time costs

\$6,005

Five-year benefits in terms of income

\$73,176

Net benefit

\$67,171

Approximate worker benefit-to-cost ratio

12.19

The figures do not capture the following intangible benefits experienced by the accommodated worker:

- ✓ Increased quality of worklife
- ✓ Increased quality of life outside of work
- ✓ Improved organizational climate/culture
- ✓ Increased employment opportunities
- ✓ Increased work-life balance
- ✓ Improved relationships between co-workers
- ✓ Higher degree of organizational citizenship
- ✓ Increased job satisfaction







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