

BREAKING DOWN THE BARRIERS

DIY Booklet on Inclusion

Acknowledgment

Breaking down the Barriers - DIY Booklet on inclusion is a practical guide that offers simple and easy steps for enabling inclusion of PwD in Corporate Sector.

The booklet has been developed by the practitioners and experts on inclusion and accessibility from the industry who have applied them at their workplaces.

We are grateful to Ms. Aradhana Lal, Vice President-Sustainability Initiatives, Lemon Tree Hotels; Mr. Aman Lal, Director HR, Yum India; Mr. P Rajasekaran, Co-founder, V-Shesh and Mr. V Anand, Vice President – Content, Training & Certification, Centum Learning for their contribution in developing the booklet.

We sincerely appreciate Aegis Foundation for extending their support in publishing the booklet.



Preface

As per Census 2011, Persons with Disability (PwD) constitute a population of 26.8 million in India. This is a significant percentage of the population which is deprived of opportunities including access to facilities, services and opportunities, skill development and employment. Of the above, 13.4 million PwD are in the working age group of 15 – 59 years requiring improved skills and employment opportunities.

It is against this backdrop that the Confederation of India Industry set up a National Committee on Special Abilities which comprises business leaders and experts. The Committee's focus is on creating champions from within the industry, making work places accessible and promoting inclusion of PwD.

Breaking down the Barriers – A DIY Booklet on Inclusion is a practical guide that offers simple and easy steps to enable inclusion of PwD in the Corporate Sector. The booklet has been developed by practitioners and experts from industry and the development sector, who have taken proactive steps to include PwD within the workplace.

This booklet is not intended to provide comprehensive solutions for all disability employment issues but aims to encourage companies to take initial steps in becoming inclusive and disabled friendly. It is based on the premise that minor changes and often inexpensive means can go a long way in making the workplace more safe and comfortable for all employees.


We hope that this booklet will assist top management and HR Heads, who can adopt the suggestions given in the booklet and make their company more accessible.



Patu Keswani

Chairman,
CII National Committee
on Special Abilities 2015-2016
and
Chairman & Managing Director,
The Lemon Tree Hotel Company

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



CII Initiatives on Special Abilities

CII believes that Persons with Disabilities (PwDs) form a vast pool of manpower resource which can become productive and contributing members of society, with suitable training and support from the corporate world. Empowerment of PwDs has been an important part of CII's agenda for promoting and enabling inclusion. CII has been working towards mainstreaming PwDs into the workforce by sensitizing its members, facilitating employment and improving access to services and facilities.

Since 2006, CII has been empowering PwDs through initiatives like formulating a corporate code on disability, conducting job fairs, creating a job portal especially for PwDs (<http://www.ciispecialabilityjobs.in/>) and organizing advocacy platforms. CII has also facilitated the setting up of PwD Sector Skill Council to bridge the gap between what the industry wants and what the skilling curriculum ought to be for PwDs.

A National Committee on Special Abilities, comprising of senior industry leaders has been set up by CII. The Committee's focus is on creating champions from within the industry, making work places accessible and promoting inclusion of PwDs.

Introduction

While it is accepted in principle that an inclusive work environment and diverse workforce are a source of competitive strength and business value, the corporate sector has not opened up enough to comprehensively include Persons With Disability (PwD) beyond the CSR agenda. This is due to the following common misconceptions:

- Difficult and costly to make offices 'universally accessible'
- PwD low in productivity
- PwD expensive to hire and train

Welcoming PwD as customers and recruiting them as employees, adds to diversity and brings a fresh perspective which helps companies deliver innovative products / services / solutions, reach out to a varied customer / employee base and access untapped market segments. Some companies have worked on making their premises accessible and started proactively hiring PwD.

This DIY booklet aims to provide practical and actionable steps on enabling inclusion of PwD at workplace.

Part A: Removing Physical Barriers

Part A addresses issues related to physical / infrastructure barriers and creating accessibility

WHAT IS ACCESSIBILITY?

This is an approach to creating an environment (office or commercial building, factory, mall, hotel, hospital, train / bus station, airport) that people of all ages and abilities are able to use to the largest degree possible. Accessibility includes:

1. Equal Opportunity Policy
2. Physical environment
3. Information and communication
4. Safety and emergency evacuation

PHYSICAL ENVIRONMENT

Adaptations may be needed for people with mobility, visual, speech & hearing and intellectual disabilities in the following areas:

Access to Workplace

- Parking
- Entrance to the building
- Reception area
- Lifts
- Staircase area
- Doors

Enabling Work Environment

- Equipments & Training Tools
- Washrooms
- Drinking water/tea/coffee vending machines
- Cafeteria/canteen
- Work station/area

Parking

- Provide accessible parking facilities as close as possible to the point of destination.
- Accessible parking provisions apply to both outdoor and underground facilities.
- For multi-storey indoor parking facilities, at least one level should be served by an accessible elevator.

ENTRANCE TO THE BUILDING

Ramps | The maximum recommended slope of ramps is 1:20. Ramps can be one of 3 types:

FIGURE 1 | 'Straight run'¹

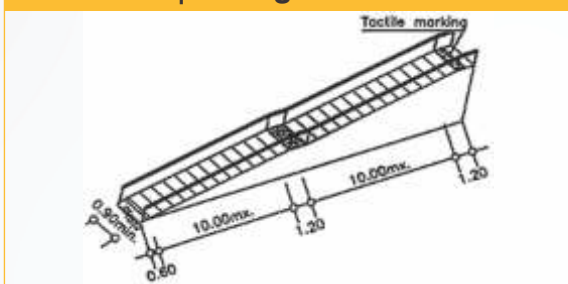


FIGURE 2 | '90 turn'²

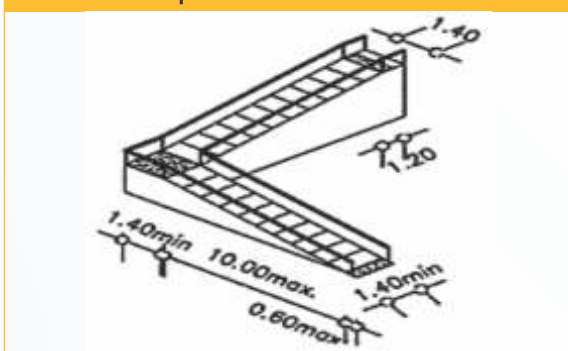
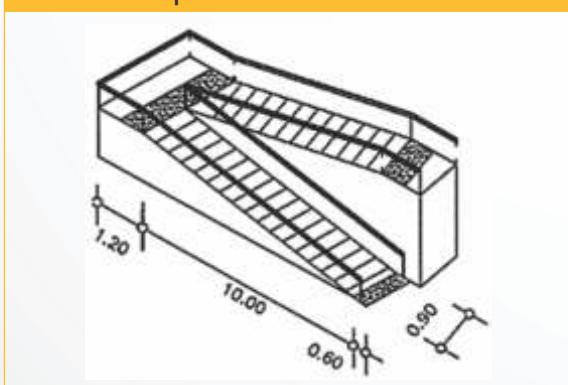


FIGURE 3 | 'Switch back' or '180 turn'³



Lifts | Usually have inadequate space; high position of control panel; narrow entry door; insufficient opening time interval. These should ideally be as indicated below.

FIGURE 1 | Minimal internal dimensions⁴

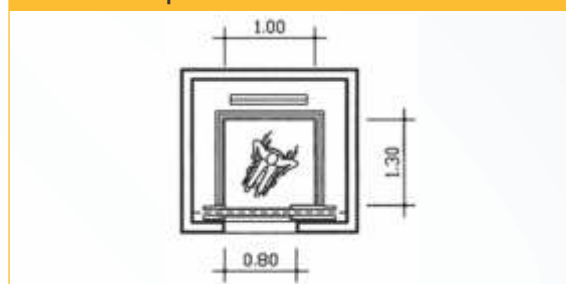


FIGURE 2 | Handrail on 3 sides mounted 0.80-0.85 m from floor⁵

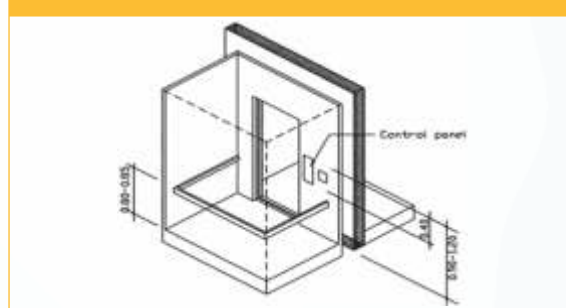
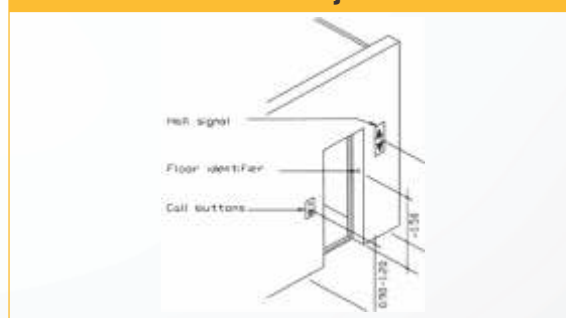


FIGURE 3 | Tactile numerals to be placed at approx. height of 1.5 m on both sides of door jambs⁶



¹Source <http://www.un.org/esa/socdev/enable/designm/AD2-01.htm>

² Ditto

³ Ditto

⁴ <http://www.un.org/esa/socdev/enable/designm/AD2-02.htm>

⁵ <http://www.un.org/esa/socdev/enable/designm/AD2-02.htm>

⁶ Ditto

HANDRAILS & RAILINGS

Often unsafe railings; hard to grip handrails; no railings or handrails

FIGURE 1 | Height of railings⁷

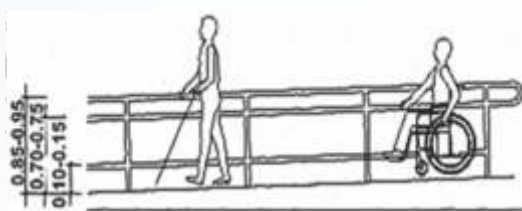
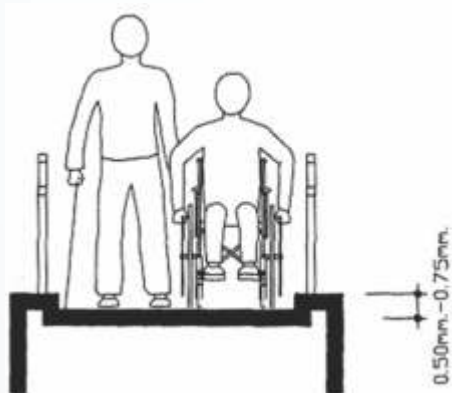


FIGURE 2 | Low curb at height 50-75 mm for LV/VI with cane. Also act as wheelstops.⁸



CORRIDORS

Not preferred - long and narrow corridors creating orientation difficulties

FIGURE 1 | Wide corridors are useful for wheelchair users, service equipment, high traffic areas⁹

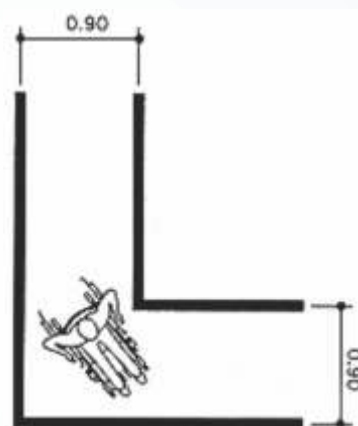
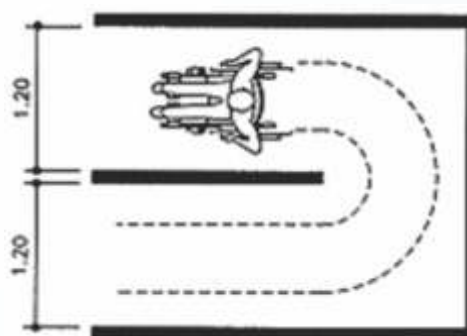


FIGURE 2 | To allow maneuverability in 180 turns, the minimum circulation space should be as shown¹⁰



⁷ <http://www.un.org/esa/socdev/enable/designm/AD2-05.htm>

⁸ <http://www.un.org/esa/socdev/enable/designm/AD2-05.htm>

⁹ <http://www.un.org/esa/socdev/enable/designm/AD2-09.htm>

¹⁰ Ditto

WASHROOMS

Usually insufficient space; poor design and positioning of fixtures & fittings; taps difficult to grip.

Figure 1 | The parallel approach is the easiest¹¹

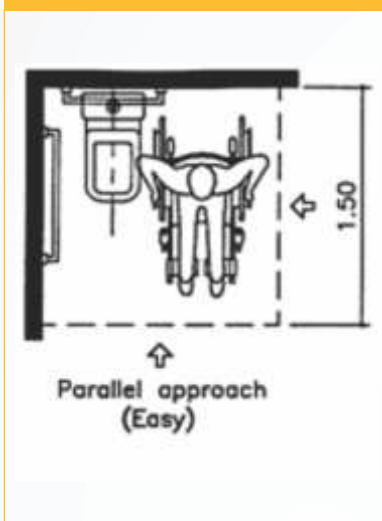


Figure 2 | WC height and placement as well as positioning of grab bars¹²

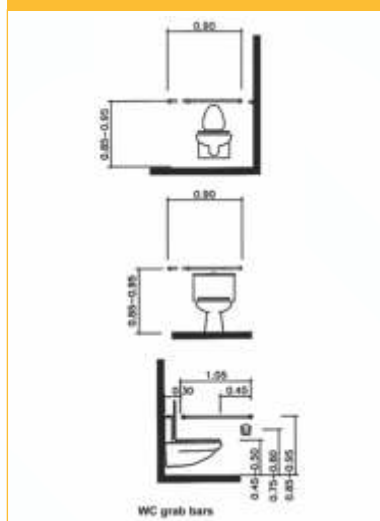
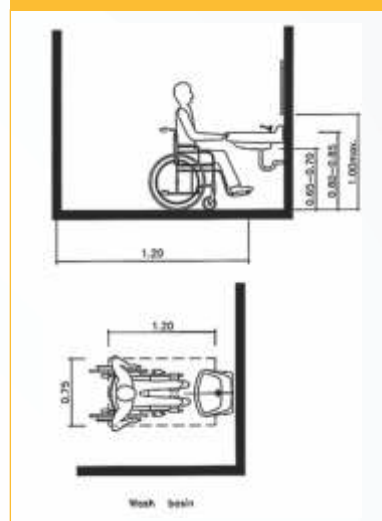


Figure 3 | The wash basin area should be as shown below¹³



DOORS

Accessible doors should be so designed as to permit operation by one person in a single motion with little effort.

- Facilitate the passage of a wheelchair user through doors
- An accessible door should have the following features: a sign, a door handle, an extra pull handle, glazing and a kick plate

Use of tactile tiles or stickers (for the visually impaired (VI)/low vision (LV)) | These guide the VI/LV around the premises with as high a degree of independence as possible. If tactile tiles are not feasible, stickers and other signage are useful.

Digital Access, Equipment & Training Tools

Facilitative equipment and training tools should be provided

- All company software and data to offer digital access to all PwDs especially to the VI/LV. Software to be compatible with JAWS and NVDA – software used by the VI/LV
- E-enabled learning modules should be used in case of speech and hearing impaired
- Appropriate reading material should be provided in Braille
- Audible Alarms/ Visual Alarms should be there on the equipments

¹¹<http://www.un.org/esa/socdev/enable/designm/AD2-10.htm>

¹²Ditto

¹³<http://www.un.org/esa/socdev/enable/designm/AD2-10.htm>

IMPORTANT SIGNAGE

Four main functional typologies

- Information Signs
- Directional Signs
- Identification (Locational) Signs
- Warning (Safety) Signs

Figure 1 | Standard internationally recognized signage¹⁴



COLOR & CONTRAST

The color and contrast depends on external factors such as background, location, etc.

- Information Signs
- Directional Signs
- Identification (Locational) Signs
- Warning (Safety) Signs

Figure 1 | Some recommended color combinations¹⁵

Brick, Dark Stone, Green Vegetation White background, black / blue / green	TEXT TEXT TEXT
Light Brick or Stone, Whitewash Wall Black background, white / yellow text	TEXT TEXT

¹⁴<http://www.unnati.org/pdfs/manuals/barrier-free-built-environment.pdf>

¹⁵<http://www.unnati.org/pdfs/manuals/barrier-free-built-environment.pdf>

Part B: Building An Inclusive Culture in Organizations

What Is Inclusion?

This is an approach to create an inclusive environment in the workplace that enables people of all ages, backgrounds and abilities to be mainstreamed into any company and to explore their ability/talent to its full potential.

While accessibility (as detailed in Part A) focuses largely on physical infrastructure and mobility, inclusion is all about people and mindset – it is about building a work force where diverse abilities come together and contribute to the organization's goals. So inclusion requires an open minded approach which engages every employee – from guard to board, from those without disability to those with disability.

Seven Pillars Model

Companies that have already successfully built inclusion and diversity within the organization have found that the process involves distinct stages and required them to move through them progressively and continuously.

SEVEN PILLARS OF INCLUSION/DIVERSITY

1	2	3	4	5	6	7
Vision + Cascade	Dedicated resource	Sensitization	Job mapping	Develop partnerships	Traineeships + Monitor & review	Scaling up

	Pillar	Key Ideas	Details
1	Vision + Cascade	<ul style="list-style-type: none">From the CEOStrategic pillarClarity of purpose. It is not charityBuy in from senior leadership team. They must all Walk The TalkStorytellers. Creation of culture	For any organization to start practicing inclusion, it is important that the top leadership of the company i.e. the CMD, CEO, President, Country Head, etc. believes in main streaming PwD and shares this vision with the company's leadership team. The key is for the CEO to see this initiative as a part of the business model and core strategy of the company.

	Pillar	Key Ideas	Details
2	Dedicated Resources	<ul style="list-style-type: none"> Single-minded focus 	<p>For this strategic initiative to be implemented well across the company, it is important to set up a Diversity & Inclusion (D&I) team. Inclusion targets i.e. # of PwD hired, types of disability on-boarded in the company, # of PwD promoted and fast tracked - are a part of their KRAs.</p> <p>A specific (expense) budget should be allocated to activities that will build and drive inclusion i.e. hiring specialized trainers or special educators; developing training content and delivery methods for each specific disability; acquiring assistive technology, etc</p>
3	Sensitization	<ul style="list-style-type: none"> Integrating the differently abled into the team Sharing the vision with employees Building understanding of disability types and their impact Do's and Don'ts for persons with and without disability Repeat sessions through the year, for new joiners 	<p>Sharing the vision for inclusion and sensitizing the team is essential. The goal is to break myths, provide do's and don'ts that help each employee overcome awkwardness in their interaction with PwD.</p> <p>As the company moves forward, there will be a need to organize events, campaigns to build sensitization and to celebrate wins. Also operating managers (who supervise PwD team members), will need iterative and higher order sensitization so that they are equipped to handle team dynamics. Illustrations: ensuring timeliness of team members; follow instructions from all supervisors/ assistant managers /managers; working on tasks that they have been trained to do, and not getting distracted by other new tasks.</p>
4	Job Mapping	<ul style="list-style-type: none"> Analyzing all job roles and their tasks in terms of Who What Where How Why (and why not) Training, aids/tools required to equip PwD to do his/her job with ease 	<p>The key principle is to map entire or part roles with each disability to identify those roles/partial roles where the specific disability is irrelevant to successful performance i.e. the disability in itself does not preclude normal performance. Some examples include an Speech & Hearing Impaired (SHI) in an associate role in a coffee shop or in a retail store/super market or a Visually Impaired (VI)/Low Vision (LV) in a data entry or voice data/telephone operator's role where assistive technology helps that visually challenged person perform his/her role without any impediment. The ultimate goal is to make all jobs in the company accessible with the help of workplace adjustments or assistive technology.</p> <p>The company can drive recruitment through inclusive drives and by participating in job fairs. Here, partnerships with NGOs and training companies are crucial.</p>

	Pillar	Key Ideas	Details
5	Develop Partnerships	<ul style="list-style-type: none"> • With Government i.e. job fairs, sector skill councils, advocacy, etc. • With NGOs for skill training, recruitment, expertise and advice • With specialists: educators, doctors, etc. 	<p>The journey of inclusion requires expertise in each disability type and how best to integrate those PwD into the team, train them and enable them to maximize their potential. Non Government Organizations (NGOs), training partners and others are both equipped and qualified to provide this support. Additionally they mobilize PwD in the community and are able to source, train and provide this talent to companies. Important role.</p> <p>The D&I lead for the company works on building partnerships with external stakeholders. This is a strategic effort and requires clarity (of the company's requirements) and understanding (of issues involved in inclusion).</p>
6	Traineeships/Trials + Monitor and Review	<ul style="list-style-type: none"> • Run work trials and internships • Test, tweak, test • Learnings from the traineeship to be implemented immediately • Defining/ re-defining SOPs • Measure productivity • Check for on ground sensitivity • Build discipline • Observe/measure impact on service/consumer 	<p>As the company on-boards different disabilities like SHI, Orthopaedically Handicapped (OH), VI/LV, Down Syndrome, Autism and more, there will be some situations where it is better to first run a 3-6 month traineeship for a specific disability. This helps both the trainees slowly understand their role as well as helps the trainer learn how to train and equip trainees and get them ready for full time employment.</p>

	Pillar	Key Ideas	Details
7	Scaling Up	<ul style="list-style-type: none"> • Large role for Learning Development/ Training • More locations in that city • More cities: away from HQ • On boarding /developing Job Coaches to support process training; mechanism for counseling support (for both persons with disability and persons without disability) • All Trainings, seminars, team meetings, social events should all be made inclusive 	<p>Learning and development modules must be redesigned such that they can be effectively delivered to specific disability types. Some examples include a picture-in-picture feature in Indian Sign Language for SHI training modules, especially at the entry level; audio instructions of each process for VI/LV as well as software compatibility with Job Ability With Speech (JAWS) and Non Visual Desktop Access (NVDA) – both softwares used by the visually impaired to access online data/information; role plays and simple diagrams of process along with a picture of the final outcome – for those with an intellectual disability like Down Syndrome and Autism.</p> <p>As the company moves across cities and keeps hiring PwD, the whole cycle from cascade onwards through till running traineeships should be worked through at each location. For the job mapping and developing partnerships, synergies across cities can be effectively built on.</p>

General Guidelines for Talking about Disability

- Refer to a person's disability only when it is related to what you are talking about. For example, don't ask "What's wrong with you?" and don't use generic terms such as "the girl in the wheelchair."
- When talking about places with accommodations for people with disabilities, use the term accessible rather than disabled or handicapped
- Don't use the terms handicapped, differently-abled, cripple, victim, retarded, stricken, poor, unfortunate or special needs
- People with disabilities are the same as everyone else and have talents, skills, and abilities.
- It is okay to use words or phrases such as disabled, disability or people with disabilities when talking about disability issues. Ask the people you are with which term they prefer if they have a disability.
- It is okay to say people without disabilities. But do not refer to them as normal or healthy or fully abled. These terms can make people with disabilities feel as though there is something wrong with them and that they are abnormal.





The CII Foundation (CIIF) was set up by CII in 2011 to undertake a wide range of developmental and charitable activities pan India by enabling industry for infusing inclusive development.

CIIF works towards inclusive development by providing a meaningful bridge between marginalised communities and donors, especially corporates by providing strategic guidance on CSR and developing and managing high impact programmes.

The thematic areas of CIIF include: Education; Public Health and Sanitation; Skilling, Employment and Livelihoods for the marginalised; Gender Equality, Women Empowerment and Safety; Environmental Sustainability, including water; Disaster Relief and Rehabilitation.

In this effort, the Foundation works together with corporates, governments, communities, and civil society institutions to channelise their collective resources towards social and community development.

Since its inception, CIIF has undertaken a range of projects in the areas of skill development, maternal and child health, sanitation, livelihood creation, women empowerment, water conservation, and disaster relief and rehabilitation.

www.ciifoundation.in



Confederation of Indian Industry

CII is a non-government, not-for-profit, industry-led and industry-managed organization, working to create and sustain an environment conducive to the development of India, partnering industry, Government, and civil society, through advisory and consultative processes.

CII engages closely with Government on policy issues, and interfaces with thought leaders to enhance efficiency, competitiveness and business opportunities for industry through a wide portfolio of specialized services and strategic global linkages. It also provides a platform for consensus-building and networking on key issues. Extending its agenda beyond business, CII facilitates corporate initiatives for integrated and inclusive development across diverse domains. In its 120th year of service to the nation, the CII theme of **Build India - Invest in Development: A Shared Responsibility**, reiterates Industry's role and responsibility as a partner in national development. The focus is on four key enablers: Facilitating Growth and Competitiveness, Promoting Infrastructure Investments, Developing Human Capital, and Encouraging Social Development.

Founded in 1895, India's premier business association has around 8000 members, from the private as well as public sectors. With 66 offices, including 9 Centres of Excellence, in India, and 8 overseas offices, as well as institutional partnerships with 312 counterpart organizations in 106 countries, CII serves as a reference point for Indian industry and the international business community.

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