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About Dubai Chamber of Commerce and Industry
Dubai Chamber of Commerce and Industry is a private non-profit organisation whose mission is to represent, support and protect the interests of the business community in Dubai, by creating a favorable business environment, supporting the development of business, and by promoting Dubai as an international business hub.

About The Centre for Responsible Business
With extensive experience in promoting Corporate Social responsibility (CSR) and sustainability amongst the business community of Dubai, the Dubai Chamber Centre for Responsible Business (DC CRB) is well positioned to play a leading role in the implementation of CSR and sustainability at a national and regional level.

This first-of-its-kind centre in the region, the DC CRB has been a key driver in changing attitudes towards, and practices of, CSR and sustainability. The Centre works with businesses to achieve the following objectives:

- Promoting CSR, sustainability and good governance at all levels of the Dubai business community by imparting knowledge on these practices and creating tools.
- Offering direct advice and feedback by evaluating companies’ CSR performance.
- Guiding companies to integrate CSR, sustainability and good governance strategically into their management, operations and processes.
- Advancing and promoting CSR standards through Dubai Chamber CSR label.
- Conducting CSR research to measure and document responsible business practices in Dubai and the UAE.

Visit www.dubaichamber.com/crb for more information
“People of Determination”

The term was introduced in April 2017 by HH Sheikh Mohammed bin Rashid Al Maktoum, Vice President of the UAE and Ruler of Dubai, during the launch of National Strategy for Empowering People of Determination.

“Disability is in fact the inability to make progress and achievements. The achievements that people of determination have made in various spheres over the past years are proof that determination and strong will can do the impossible and encourage people to counter challenges and difficult circumstances while firmly achieving their goals”.

HH Sheikh Mohammed bin Rashid Al Maktoum, vice president of the UAE and ruler of Dubai,
This Toolkit has been prepared to assist public and private sector organisations in the adoption of best practices in the recruitment of people of determination.

This Toolkit represents an end-to-end best practices for recruitment of people of determination, from the start of the adjustments in the recruitment process to the end of onboarding process and on job training.

This Toolkit contains a range of information and resources for leadership teams, managers and human resources teams to help them employ people of determination within their organisations.
• What is disability?
• Global and local context of recruitment of people of determination
• Why is it important to recruit people of determination?
• Challenges in recruiting people of determination
• Integrating people of determination into the organization
• Best practices for recruiting people of determination
What is Disability?

According to WHO disability is “an umbrella term for impairments, activity limitations and participation restrictions”.

Because of the lack of services and opportunities available to people of determination and the many obstacles they face in their everyday lives, several research studies show that people with disabilities have generally poorer health, lower education achievements, fewer economic opportunities and higher rates of poverty than people without disabilities.¹

Globally, out of every 7 person 1 is living with at least one type of disability²

United Nation’s Convention on the Rights of people of determination follows decades of work by the United Nations to change attitudes and practices towards them. WHO’s vision is of an inclusive world in which all people are able to live healthy, comfortable and dignified life. Governments, educators, employers and others can ensure this by creating the enabling policies and environments so that people of determinantion can also effectively navigate the world. In September 2015, the General Assembly adopted the 2030 Agenda for Sustainable Development that includes 17 Sustainable Development Goals (SDGs).³

Building on the principle of “leaving no one behind”, Disability is referenced in multiple parts of the SDGs.

For people of determination, having a job is essential, because having a disability very often means being socially secluded and economically deprived. Being employed is one prospect to reduce this isolation and live an independent life.
Global and local context of recruitment of people of determination

1. As high as 70% to 90% of people of determination are unemployed in most countries.

2. In most developed countries the official unemployment rate for people of determination of working age is at least twice that for those who have no disability.

3. According to the U.S. Bureau of Labor Statistics, only 18.7% percent of people of determination were employed in 2017.

4. Only 35% of people of determination are employed in Asia and the Pacific.

5. As per the progress report on the implementation of the European Disability Strategy (2010-2020), in Europe the employment rate of people of determination remains low at 48.7%.


5VERSION II 20170206 SWD Progress Report EDS_EN.pdf
UAE has come a long way in institutionalizing the right legal system that enables and safeguards people of determination. The UAE targets to have the ‘largest number’ of people of determination mainstreamed with the labor force and assured equal employment opportunities in various sectors.

"My Community... A City for Everyone" was launched in November 2013 by HH Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai and Chairman of the Executive Council.

In 2017, the UAE Government launched a national policy for empowering people with special needs as part of its efforts to bring a comprehensive community development.

The policy aims to provide vocational rehabilitation programmes for people of determination. The purpose is to initiate supportive policies to recruit them in government and private institutions.\(^7\)

In 2018, Cabinet Resolution No. 43 of 2018 was issued by Vice President and Prime Minister of the UAE and Ruler of Dubai, His Highness Sheikh Mohammed bin Rashid Al Maktoum, which seeks to enhance participation of people of determination in the national workforce.

By the year 2020, Dubai aims to provide job opportunities to people of determination making it an inclusive city for them.\(^8\)


\(^8\)https://www.khaleejtimes.com/nation/dubai/what-we-can-do-to-empower/-people-of-determination
Why is it important to recruit people of determination?

The business case basically states that hiring people of determination can positively impact a company’s bottom line. Here’s why:

- Hiring people of determination increases workforce morale, brings in diversity and inclusion.
- People of determination are an untapped resource of skills and talents.
- People of determination represent an unnoticed customer segment.
- Hiring people of determination bring a win-win-win situation for all as hiring them benefits the employees, the community and your company.

Challenges in recruiting people of determination

- A disconnect exists between employers’ willingness to hire people of determination and actual hiring practices.
- Lack of awareness about the many adaptive techniques and assistive technological tools that are available to enable people of determination to work effectively.
- Lack of understanding that through the use of computers and the internet, for many tasks there is little difference in the productivity between people with disabilities and people without disabilities.\(^9\)
- People of determination fear that there might not be any necessary adjustments made to their workplace to accommodate them.

Fear of coworker’s negative reactions.

Organisations, teams and individuals may not be equipped with skills or knowledge to support people of determination and understand their specific needs.

There is also a lack of awareness on how to approach the potential candidates that are differently abled for hiring.

From where to hire them and how?

What is the process of recruitment for people of determination?

What are the various physical adjustments at the workplace that the business has to make in order to facilitate people of determination to perform his/her job?

What are the trainings that can be imparted to people of determination and to employees without disability to integrate each other well?

“Disability need not be an obstacle to success,” Stephen Hawking wrote in the first ever world disability report back in 2011. As one of the most influential scientists of modern times, the wheelchair-bound physicist is certainly proof of that.10

Develop a business case for employing people of determination.

Modify the organisation’s diversity policy to include disability.

Move from token employment to a meaningful employment to engage people of determination at workplace in a more mutually benefitting way.

Create awareness among employees on the special abilities and skill set of people of determination.

Make the organization’s work environment accessible, including facilities, information and IT.

Train and empower the line managers and co-workers to integrate & nurture disability talent within a team.

Build the organization’s understanding of disability through disability responsiveness training.

Measure and track the employment of people of determination in the organization.

Facilitate and retain existing staff that are people of determination.
Best practices for recruiting people of determination

• Identifying the right position at the workplace
  It is important to curve out the work that requires the special abilities of the people of determination. This will help in attracting and retaining talent with special abilities. For example, visually challenged person can easily perform tasks where only hearing and speaking skills are required. On the other hand, a person with speech impairment can work effectively in tasks where reading and writing skills are required.

• Carving the job description and person specification
  A well drafted job description will give better clarity to recruitment team on what is demanded out of the job and so what kind of candidate with special abilities is most appropriate.

• Advertising job at effective platforms and checking the accessibility
  It is crucial that the job advertised must reached the potential candidates and this is possible by using the most appropriate platforms for posting job and also ensuring that it’s accessible. For example, for a visually challenged candidate if the job is advertised online, it must be accompanied with a hearing software as the person will not be able to read the job description.
• **Onboarding process**

Once the people of determination gets selected for the role, it is important to:

- Release the news of selection through the means which is most accessible to the candidate.
- Give accurate information regarding the job contract specifying all joining formalities.
- As a part of the induction programme, the candidate must be first made familiar with the organization, people in department, key persons from support functions and clients.
- Orientation to the work that candidate will be doing.
- Assign a buddy, someone with good understanding of the disability.
- Special induction programme for regular employees on integrating people of determination at workplace.

• **Conducting the interview**

Interview techniques must be as per the comfort of the candidates and their specific requirements. These could include:

- Physical accessibility to the interview room or online interview or interview in written form.
- Sign language interpreter or any other tools required.
- Longer time to answer questions and break down of the questions into simpler ones and in simple language.
On job training

Training should be offered in a safe environment to promote maximum learning.

Due consideration as per the candidate’s needs must be given while fixing the timetables, especially breaks.

Providing learning materials prior to the training is a good practice to make the candidate familiarize with the content.

Specialized trainer who is aware of the special abilities of the people of determination for learning methods.

Good luck with your recruitment efforts for people of determination.