



CAFE

CENTRE
FOR ACCESS
TO FOOTBALL
IN EUROPE

Guidance Notes on Inclusive Employment

Centre for Access to Football in Europe

Alternative formats of this document are available upon request.

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Introduction

There are more than one billion disabled people in the world today, and this number is growing.¹ This means that disabled people are the largest minority group, currently making up 15% of the global population. In Europe, among people of working age, this figure is even higher. 17.6% of the population aged 15 or over are disabled.²

Yet disabled people across the globe have much lower employment rates than non-disabled people. Precise figures are difficult to obtain due to several countries not recording this information, as well as a general unwillingness amongst some employees to 'disclose' their disability out of fear of discrimination. However, in the UK, for example, the unemployment rate of disabled people is almost three times higher than among non-disabled people.³ In some countries, unemployment among disabled people is as high as 80%.⁴

CAFE believes disabled people should be able to take their rightful place not only as spectators, but also as employees, be it stewards, volunteers, coaches, administrators, or leaders and decision makers.

In CAFE's 2016 Disabled Fans Survey, almost two-thirds of respondents stated they would welcome the opportunity to work within football in some capacity. However, only 42% of the 699 respondents felt this would be possible. The majority of respondents felt poor access would prevent them from finding work within the beautiful game.

CAFE has therefore created the following document to assist football's governing bodies, national associations and clubs in establishing an inclusive workplace.

The guidance document includes practical advice on the recruitment and retention of disabled employees and information on the importance of creating a workplace adjustment policy. It is split into five sections.

The first chapter provides introductory information on why inclusive employment matters and on some of the barriers that disabled people face in the working world. The second chapter gives advice on creating inclusive recruitment policies and processes to ensure organisations are appealing to the widest talent pool. The third and fourth chapters contain advice on how to retain disabled employees and introduce workplace adjustments once their employment has begun. The fifth chapter explains the importance of promoting inclusive workplaces and at the end on the document, readers can find useful links and templates for an inclusive job advert, and adjustment decision and implementation forms.

¹ World Health Organisation, 16 January 2018, <https://www.who.int/en/news-room/fact-sheets/detail/disability-and-health>

² In EU Member state countries, European Accessibility Act, European Parliament, 2017 [http://www.europarl.europa.eu/RegData/etudes/BRIE/2017/603973/EPRS_BRI\(2017\)603973_EN.pdf](http://www.europarl.europa.eu/RegData/etudes/BRIE/2017/603973/EPRS_BRI(2017)603973_EN.pdf)

³ People with disabilities in employment, House of commons Briefing Paper, 30 November 2018 <https://researchbriefings.parliament.uk/ResearchBriefing/Summary/CBP-7540>

⁴ Facts on Disability in the World of Work, International Labour Organization, November 2007 http://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/documents/publication/wcms_087707.pdf

This guidance document can be used as a starting point to improve inclusive practices and opportunities for disabled people within football. CAFE would be pleased to provide additional advice and support upon request. It is also recommended that organisations seek feedback from local disability and employment experts regarding their policies.

Part 1

Why does inclusive employment matter?

The UN Convention on the Rights of Persons with Disabilities recognises the right of disabled people to work on an equal basis with non-disabled people, including the right to a 'work environment that is open, inclusive and accessible'.⁵

Inclusive employment is a basic human right and it subsequently brings many benefits to both employers and employees. Below is a summary of some of these benefits.

- **Empower disabled people**

Inclusive employment is vital to the empowerment of disabled people. Employment provides people with financial independence, opportunities to acquire new skills and knowledge, and improves social inclusion. In other words, employment can create a platform for disabled people to fully participate in society on an equal basis to non-disabled people.

- **Recruit top talent**

Many recruiters do not consider disabled people as potential candidates on the assumption that they do not have the skillset, ability or desire to work. Yet, with over 1 billion disabled people living in the world today, employers risk putting themselves at a disadvantage by discounting such a large percentage of the population.

By establishing accessible recruitment policies and an inclusive workplace, employers can guarantee that they are selecting their staff from the very best and widest talent pool, and not excluding people based on stereotypes and false assumptions.

- **Retain employees with acquired disabilities**

The majority of disabilities are acquired, meaning a person is not born disabled but becomes disabled during their lifetime. Most commonly, people acquire a disability later in life. Therefore, as people live and work longer, more people will become disabled during their career.

By proactively creating an accessible and inclusive work environment, an organisation is guaranteeing it is able to retain its employees – irrespective of any change in personal circumstances – and enable them to continue contributing to the workplace. As such,

⁵ Convention on the Rights of Persons with Disabilities,
<http://www.un.org/disabilities/documents/convention/convoptprot-e.pdf>

providing inclusive and accessible workplaces enables companies to avoid unnecessary costs around recruitment. Good access makes good business sense.

- **Present a positive reputation**

Creating an inclusive workplace improves an organisation's reputation both internally and externally.

As awareness of accessibility and disability increases, an organisation's reputation can be greatly impacted by its approach to disabled people. If disabled people – the world's largest minority group – are unable to take their place within your club or organisation, your international reputation will suffer as a result.

Furthermore, an inclusive and open workplace benefits not only disabled employees but all employees, creating a happier and more productive environment.

- **Increase innovation and customer satisfaction**

Disabled people may come from a different professional background and bring different experiences and ways of thinking to non-disabled candidates. As a result, they can provide different perspectives and therefore diversify an organisation's approach to tasks and problem solving. Diversity of people creates diversity of thought.

Furthermore, a diverse workforce is in a better position to serve the needs of a diverse society. Approximately 15% of the population is disabled, so having a workforce which reflects that figure can lead to services and products being created that meet the needs of a wider customer base. An improved customer experience can therefore be expected.

Common barriers to inclusive employment

CAFE follows the social model of disability, which looks at the person first and foremost, rather than focusing on a condition or impairment.

The social model of disability follows the principle that people become disabled by environmental barriers which prevent them from fully participating in society. For example, a wheelchair user would become disabled if the only entrance to a building was up a flight of stairs or a steep ramp.

Barriers can be physical, sensory, attitudinal, communication, technological and operational. Below are just some examples of the typical barriers that can prevent people from fully participating in the workplace.

- **Physical**
 - Inaccessible interview venue (e.g. stepped access only, narrow doorframes etc);
 - Inaccessible workplace environment (e.g. high desks, narrow corridors, stepped access);
 - Lack of accessible facilities (e.g. toilets, first aid rooms, evacuation routes).
- **Sensory**
 - No assistive hearing devices in meeting rooms;

- No alternative formats provided (e.g. large print, documents compatible with screen readers, subtitling);
- Loud working environments with no quiet breakout spaces.
- **Attitudinal**
 - Lack of understanding among staff of disability inclusion and etiquette;
 - Fear of the cost of adjustments which enable disabled people to fully participate in the workforce;
 - Assumption that disabled people are incapable of working;
 - Assumption that disabled people do not want to work;
 - Isolation and separation of disabled employees within the workplace.
- **Communication**
 - No alternative formats provided (e.g. easy-read documents);
 - Use of unnecessarily complicated language in communications;
- **Technological**
 - Inaccessible building access systems (e.g. systems which use fingerprint recognition);
 - Inaccessible programmes (e.g. data collection programme that is not compatible with screen reader software)
- **Operational**
 - No offer of flexible working hours (e.g. to support disabled people avoid busy, inaccessible travel routes, or regularly attending appointments);
 - No workplace adjustment policy;
 - No accessible evacuation plan established with local fire safety experts.

The above list is by no means exhaustive, but it demonstrates just some of the ways in which disabled people can be excluded from the workplace. The next sections will look into how these barriers can be removed or avoided to ensure disabled people are able to access and excel in the same working opportunities as non-disabled.

Part 2 - Recruitment

The first step to increasing the number of disabled people in employment is ensuring disabled people know about job opportunities. In other words, disabled people must be able to access job adverts and follow application procedures.

In order to create an inclusive recruitment policy, an organisation should first assess its current procedures and identify particular areas for improvement. It is recommended that a club's or national association's HR department leads this assessment, with the support and guidance from experts in accessible recruitment and the organisation's Disability Access Officer (DAO), if available.

During the assessment, the existing procedures should be evaluated and possible barriers that differently disabled people may face should be identified.

Areas to be considered:

- The style and format of the job advert;
- Where and how new positions are advertised;
- Application forms and processes;
- The interview / assessment process.

Creating a job advert

Just like non-disabled people, every disabled person is an individual with individual needs, requirements and skills. Employers should therefore not make any assumptions about a person based on their disability.

No distinction should be made between jobs for disabled people and jobs for non-disabled people, and no job should be considered 'unsuitable' for a disabled person, because every disabled person is different. All job roles should therefore be advertised in an accessible and inclusive manner.

In order to create an accessible job advert, the following principles should be followed:

- **Create an informative document**

Advanced information is helpful for disabled and non-disabled people alike. However, for some disabled people who may need to do additional planning or for whom familiarisation is important, advanced information is particularly vital. Key information relating to the job role and the recruitment process should therefore be included within a job advert.

An example of an accessible job advert is provided in the appendix to this guidance note, but some of the key points to include are:

- Introduction to the organisation;
- The job role and its context within the organisation;
- Key responsibilities of the role;
- Essential criteria for candidates;
- Desirable criteria for candidates;

- Commitment to equal opportunities and workplace adjustments;
- Information about the application process;
- Multiple methods of contact.

More information about some of these sections can be found below.

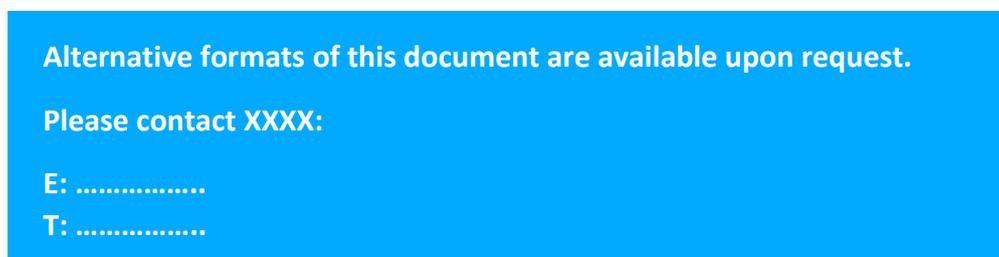
Providing detailed information about what a job involves helps applicants understand what is required of them to be successful in that role. Clear, detailed and accurate information can therefore help people to understand whether they have the necessary skillset to apply for a job, or whether that particular role may not be the most suited to them. This information can also help disabled people identify any potential barriers they may face within the role, and whether – with the correct workplace adjustments in place – they would be able to successfully fulfil the job requirements.

The job advert should be easy to understand. Information should be provided in a logical order, with clear explanations using simple language.

- **Create an accessible document**

The document format must be accessible to differently disabled people.

At the very start of the job advert, it should be explained that alternative formats of the document are available upon request, and contact details should be provided. Remember to provide more than one contact method, in case the first method is inaccessible to an applicant.



Example of statement on alternative document formats

Alternative formats which may be requested include word documents or PDFs (different screen readers work better with different file formats) are incompatible with some screen readers), easy-read versions or an audio file.

If the job advert is posted online, your organisation should work with local experts to ensure the website is accessible to differently disabled people, including those using assistive technologies such as screen readers, and it complies with the most recent international Web Content Accessibility Guidelines.⁶

- **Focus on the result, not the process**

⁶ Web Content Accessibility Guidelines (WCAG) 2.1, 5 June 2018, <https://www.w3.org/TR/WCAG21/>

A job advert should include the key responsibilities of the role in question. Often a job advert describes how the candidate should perform the role, rather than what results the candidate is expected to produce.

For example, some employers ask that candidates are able to type 80 words per minute. This approach can exclude disabled people who may have different ways of carrying out tasks but who, nevertheless, are able to achieve the same results as a non-disabled person. It would be more inclusive to instead explain the desired outcome: that the role requires accurate and timely documents to be created. Disabled people using assistive technologies such as speech-to-text devices may not 'type' 80 words per minute, but they could still produce quality documents in a timely manner.

Putting the emphasis on the outcome, rather than the process, creates a space for disabled people to work in the way most suitable for them. Rather than insisting on how a task should be carried out, it is more inclusive to describe the final desired result. The applicant can then decide for themselves whether they are able to achieve this.

- **Distinguish between essential and desirable criteria**

Job specifications carry a lot of importance for employers as it is their opportunity to describe their ideal candidate. It is therefore vital that the information on the job specification is accurate and reliable.

For example, job criteria must be accurately categorised into essential and desirable. If a job advert does not make the distinction between essential and non-essential skills or incorrectly lists a non-essential skill as essential, candidates who are qualified in the most critical elements of the role may be put off applying. Employers therefore miss out on some of the best candidates as a result of poorly developed job specifications.

By correctly defining the most important aspects of a role, employers can guarantee the very best and most suitable candidates apply, disabled or non-disabled.

- **Be understanding of alternative qualifications and circumstances**

Employers may further dissuade suitable candidates from applying by being too rigid in their requirements. This can be particularly detrimental to disabled people whose formal qualifications may not reflect those of non-disabled applicants.

Many areas of society still exclude or are inaccessible to disabled people, so it is unsurprising that a disabled person's experience may be different in comparison to non-disabled people. As such, it is vital that employers are understanding of differing circumstances and can be flexible when it comes to candidates meeting listed criteria.

One approach is to offer interviews to all disabled applicants who meet minimum requirements. An interview gives disabled people the opportunity to explain their alternative experience and give it context to the role.

“We encourage applications from disabled people and guarantee interviews for those that meet the core criteria of the role.”

Mark Phillips, DAO at Swansea City AFC

Since not all people will indicate on their application that they are disabled, it is also important to create a space for people to showcase alternative qualifications within the application form. One method of doing this is for requirements to focus on the desired skill, rather than focussing on how that skill was acquired.

A common qualification requested by employers is ‘degree-level education’. Due to inequalities and discrimination within many countries’ education systems, disabled people may have received a less formal education or had fewer opportunities to receive certain qualifications. The same could also be true regarding work experience. Barriers within employment may have prevented disabled people developing the same history of work experience as non-disabled people. As such, by insisting that candidates have a university degree or specific work experience, employers may be unintentionally excluding disabled people from applying.

Employers should instead list the skills that are developed by university education or work experience which they would like to see potential candidates demonstrate. Focussing on the skills (and not the process of acquiring these skills) gives disabled people an opportunity to meet criteria and be considered for a job, despite having different experiences to non-disabled people.

If a job advert does include essential qualifications, it is advised that the advert states that candidates who do not meet the minimum requirements will still be considered if they can demonstrate they have the necessary skillset through alternative means.

- **Highlight your commitment to inclusion**

Your job advert should make it clear that your organisation is committed to equal opportunities for all, irrespective of race, gender or disability. A statement of intent can help disabled people and other minority groups understand that they are welcomed candidates.

Nevertheless, it is vital that this statement is acted upon and reflected throughout the organisation. Further advice on how this can be achieved is included in the Retention chapter of this document.

- **Include a statement on your commitment to workplace adjustments**

In addition to demonstrating your commitment to inclusion, it is also recommended to specifically highlight your willingness to introduce adjustments for disabled people.

It is important to ask about necessary adjustments rather than about someone's disability, illness or medical history. As per the social model, it is not someone's disability which matters, but the barriers which prevent them from fully participating in society. As such, it is not an employer's duty to know a person's precise disability, but instead to help remove any resulting barriers they may face. In some countries, such as the UK, asking about a person's disability during recruitment is even prohibited by law.

A well-crafted statement helps to create a positive dialogue between employers and candidates. Disabled people requiring adjustments may feel like they are being a burden or that asking for an adjustment will put them at a disadvantage to other candidates. By explicitly stating your willingness to implement adjustments, the onus is no longer on the disabled person to independently start the conversation. As a result, they may feel more comfortable in approaching your organisation and asking for assistance.

Moreover, some candidates may not have been aware of workplace adjustments or of the benefits they could bring. Proactively encouraging disabled applicants to approach your organisation can therefore be a powerful tool in creating a truly accessible and inclusive work environment for all.

- **Clearly explain the application process**

It is recommended to clearly explain the application procedure in the job advert. The documents applicants must submit should be clearly listed and easily available, with submission deadlines clearly stated. The next steps in the recruitment process should also be explained. For example, when can applicants expect a response? Will the next stage involve telephone or in-person interviews, group tasks or practical exercises? When are these scheduled for and where?

Advanced information will not only help some disabled applicants, for whom familiarisation is important, but also help other applicants determine if adjustments will be required.

- **Create an accessible application form**

Any required application forms must be accessible to use, and alternative methods of completing and submitting the forms should be made available upon request. For example, some disabled people may prefer to dictate their answers over the phone. As with the job advert, you should avoid using excessively complicated language.

At the start of a form, it is recommended to provide a rough estimate of how long it will take to complete. If the form is completed online, there should be no time limit as these can be a barrier to people who may require additional time, for instance people using assistive technologies, blind and partially sighted people, and intellectually and learning disabled people.

Additional space should be provided for non-generic answers so that those who do have alternative experience and qualifications still have the space to convey their suitability for

the role. A spell-checker function should be available even on embedded forms so, for example, dyslexic people are not at a disadvantage. It is advisable to offer forms both in an online format and as a downloadable and editable document.

You should consult with local digital accessibility experts to ensure your forms and application process are accessible to differently disabled people.

- **Use inclusive language**

As previously mentioned, employers should not ask about a person's disability, medical history, or previous absence record but instead focus on adjustments which can be made in the relevant role. Although some equality and diversity forms may ask people to state whether they consider themselves disabled, you should avoid asking people to 'declare' or 'disclose' their disability. The language used when discussing disability has a great impact on the general attitude surrounding the topic. Words such as 'declare' and 'disclose' imply that disabled people have something to be ashamed or embarrassed of. It is therefore recommended to instead ask whether a person 'considers themselves to be disabled' and if so, how they define themselves. It should be optional to answer these questions.

An example of how these questions could be phrased:

Do you consider yourself disabled?

- Yes No
- Prefer not to say

If yes, do you consider yourself to be:

- | | |
|---|--|
| <input type="checkbox"/> A wheelchair user | <input type="checkbox"/> An intellectually or learning disabled person |
| <input type="checkbox"/> Blind / Partially sighted | <input type="checkbox"/> Deaf / Hard of hearing |
| <input type="checkbox"/> A person with limited mobility (non-wheelchair user) | <input type="checkbox"/> Person with mental ill health |
| <input type="checkbox"/> Other (if other, please specify) | |

- **Variety of contact details**

Applicants should be able contact your organisation by various means. Only offering one method of contact could exclude some disabled people. For example, deaf and hard of hearing people may prefer to email rather than phone, while some blind and partially sighted people may prefer to phone rather than email. Providing a choice of contact methods enables a wide range of people with different requirements to apply for the job.

An example of an accessible job advert is included in the appendix to this document.

Where to advertise

Once you have created an accessible job advert, the next task is to widely promote it. By increasing the reach of your advertising to include both disabled and non-disabled people, you can guarantee you are recruiting from the very best talent pool available. Some of the ways to engage a disabled audience may be new to your organisation, while others involve adapting current recruitment procedures.

- **Promote your commitment to inclusion**

It is possible to attract more disabled candidates while maintaining your current advertising practices by actively promoting your club or organisation's inclusive policies and procedures.

Inclusive recruitment policies will have little impact if the people who benefit from them do not know they are in place. A clear statement at the start of your advert expressing your organisation's commitment to equality and inclusion can encourage more disabled people to apply, knowing that their application will be handled with respect and understanding.

- **Advertise new roles in local disability press**

Most countries will have newspapers, websites or blogs specifically for a disabled audience. Sharing job adverts with these media outlets can help reach disabled people. However, it is far from a guaranteed way of reaching all disabled people. Not all disabled people will read local disability press and not all people who would benefit from accessible employment processes and work place adjustments identify themselves as disabled. Promoting your job adverts with the disability press can therefore be useful, but should not be the sole method of attracting disabled candidates.

- **Collaborate with local disability organisations**

It is highly recommended to work together with local disability organisations. These organisations will already have a developed network of disabled people and can therefore support your organisation in sharing widely information about available job roles. Research has suggested that collaborating with local organisations can almost treble the likelihood of employing a disabled person.⁷

Disability organisations may also be able to provide feedback on your inclusive practices and how to further improve them.

- **Offer internships and work experience**

As previously mentioned, due to barriers faced in the professional world, disabled people may not have had the same opportunities as non-disabled people to acquire work experience. Providing internships and work experience specifically for disabled people can help redress this inequality. Furthermore, the scheme is mutually beneficial: disabled people

⁷ Erickson, W.A., von Schrader, S., Bruyère, S.M., VanLooy, S.A., & Matteson, D.S. (2014). Disability -inclusive employer practices and hiring of individuals with disabilities. *Rehabilitation Research, Policy, and Education*, 28(4), <https://www.weforum.org/agenda/2019/01/hiring-staff-with-disabilities-makes-great-business-sense-heres-why/>

gain employment experience, and you begin to develop a network of disabled people with whom you can share any future job adverts.

It is advisable to work together with local experts to ensure these targeted initiatives are allowed within your local laws. If so, it is recommended to look into government and social programmes for possible funding for such initiatives.

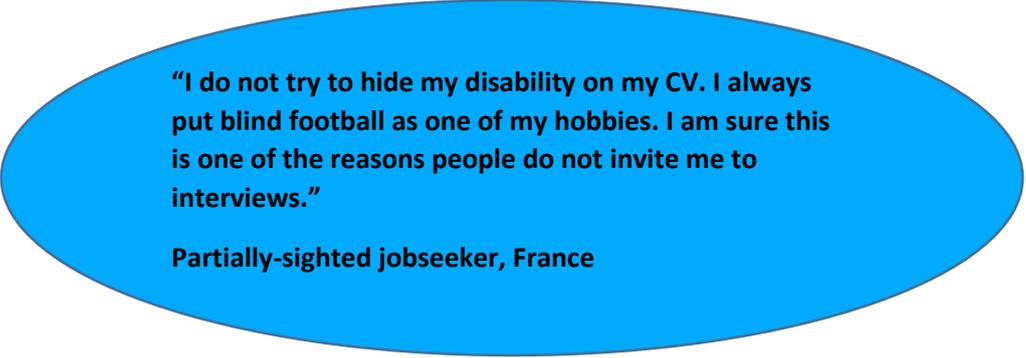
Selection process

Once the deadline for applications has passed, it is time to select the final candidates and arrange the next steps in the recruitment process.

The interview and assessment process can create a number of barriers for differently disabled people which need to be navigated with open-mindedness and understanding by the employer.

- **Approach applications with understanding and an open mind**

All staff members involved in the recruitment process should have received disability inclusion and etiquette training. They should also be understanding and appreciative of alternative experience which some disabled candidates may demonstrate.



“I do not try to hide my disability on my CV. I always put blind football as one of my hobbies. I am sure this is one of the reasons people do not invite me to interviews.”

Partially-sighted jobseeker, France

Even if it is not clear on an application whether a candidate is disabled or not, recruiters should not make any assumptions. It will not always be obvious whether a person is disabled or not.

- **Provide accurate advance information**

The recruitment process can be intimidating for applicants regardless of whether they are disabled or not. The intense interview experience can mean that employers do not see the real side of candidates: some people may thrive under pressure, but be very different in a normal work environment, while others who would be successful in the workplace may struggle to showcase their best attributes under pressure in an interview. Clearly explaining what the process entails can help calm candidates' nerves, manage their expectations and consequently enable you as the employer to evaluate them more fairly.

For example, when offering an interview, an employer should state:

- How long approximately the interview will last;

- Whether it is an in-person interview or by telephone;
- Whether it is only an interview or if there will be any other assessments (e.g. a written exercise);
- How many people will be at the interview;
- Who the other attendees / interviewers will be.

Details of the timings, activities and attendees will help disabled people prepare appropriately.

If an applicant requests further information on the interview's content, employers are not expected to reveal the interview questions in advance. However, it could be reasonable to provide broad topics as guidance, or send example questions – which won't be used – that could help a candidate prepare.

As previously explained, advanced information can be particularly important for disabled candidates to determine if adjustments are required. It is therefore important that employers do not make last-minute changes to these arrangements as that could put disabled applicants at a disadvantage.

- **Offer to make adjustments**

Despite having offered adjustments during the application phase, employers must again state their commitment to making adjustments when offering candidates an interview. As candidates learn more about the recruitment process, they may need adjustments they had not previously considered. Furthermore, repeating your offer to implement adjustments further highlights your organisation's commitment to fully inclusive recruitment.

The requests for adjustments at interview stage can be varied, but some examples include:

- Organising a sign language interpreter;
- Providing an induction (hearing) loop;
- Providing information in alternative formats;
- Offering a wheelchair-accessible venue with wheelchair-accessible toilets;
- Permitting a companion to attend the interview with the candidate;
- Arranging for the interview to be conducted over Skype / video call instead of in person or arranging an interview in the candidate's local area (for some people arranging travel for a one-off interview could be too difficult). Conversely, you may need to arrange an interview in person rather than over the phone (for example, deaf and hard of hearing people may prefer to lip-read or have an interpreter with them);
- Having only one interviewer (with an observer present);
- Providing a water bowl for a guide or assistance dog accompanying a disabled applicant.

Adjustments should be made in order to level the playing field for all candidates and ensure everyone has an equal opportunity to demonstrate their capabilities. This in turn enables the employer to fairly evaluate each candidate.

For some disabled candidates, it may be more appropriate to offer a work trial rather than an interview, in order to give them a truly fair chance at showcasing their suitability for a role.

You may receive some requests for adjustments which you consider unreasonable. More information regarding what is considered a 'reasonable' adjustment is included in the Workplace Adjustments section of this document. However, there are some considerations specific to the recruitment process which your organisation should bear in mind.

It should in principle be possible to replicate any adjustments made during recruitment if the same barriers are faced within the role itself. For example, if during the interview process an adjustment is requested to avoid phone calls, this adjustment should only be offered if the equivalent adjustment could be made during the employment.

It is also important to ensure that adjustments do not prevent a required skill being assessed. For example, additional time should only be offered to disabled candidates if completing a task in a particular time is not a required feature of the role.

- **Attitude of staff and interviewer**

All staff who interact with applicants should have received disability inclusion and etiquette training and be confident in communicating with disabled people and dealing with requests for alternative arrangements. It is particularly important that anyone involved in the interview process has received this training.

During an interview, the focus should be on the skills and qualities required for the job. As with the job advert, the interview should focus on the candidate's ability to produce the required results of the role, and not on the process of achieving these results. A disabled person may have their own way of achieving an outcome which the interviewer is unfamiliar with.

Interviewers should never ask about a person's disability. Instead of focussing on someone's disability or making assumptions about someone's capabilities, recruiters should use the interview as an opportunity to test the truly essential components of a role.

Interviewers should have a positive attitude, focussing on what candidates can do, rather than what they cannot do. Instead of asking 'how does your disability impact your work?' or 'what can you not do because of your disability?', ask a candidate 'how would you carry out this element of a role?' or 'how can you demonstrate your strengths in this particular area?'

Unlike often brief and impersonal application forms, an interview can enable candidates to demonstrate their transferable skills. An interview can provide a disabled candidate the opportunity to explain their suitability for a role and translate unusual or perhaps seemingly unrelated experience into relevant experience.

- **Provision of accessible activities**

For some jobs, interviews only form part of the assessment, or perhaps do not feature at all. In these instances, the alternative activities must still be made accessible to all.

The recruitment process, including any activities, must test only the essential components of a job role. If an activity is inaccessible to a disabled candidate, it is recommended that an alternative means of testing this essential skill is found.

If candidates are asked to complete tests, the technology used must be accessible. Alternative formats should be provided upon request. Unless it is a required feature of the role to be able to complete tasks in a particular time, extra time should be permitted for disabled candidates, particularly for those using assistive technologies, and intellectually and learning disabled people.

Sometimes group tasks are arranged in order to test a candidate's ability to work in a team. However, a lack of disability awareness among other candidates can mean group tasks are more complicated for disabled people. If participants, perhaps unintentionally, are rude to or exclude a candidate because of their disability, the disabled person may be put in an uncomfortable and unpleasant situation. As a result, the disabled person is at a disadvantage to demonstrate the required skill. In such instances, one solution may be to offer the disabled person a work trial so they can demonstrate their capabilities in the role itself, surrounded by people who have already received disability inclusion and etiquette training.

Once the recruitment process is over and the final decision has been made, it is time to offer the successful candidate the job. When offering the job, do not forget to ask about adjustments again. Even if during the recruitment process you were not aware of the person being disabled, it is still best practice to offer workplace adjustments. It is possible that although adjustments were not necessary during the application and recruitment procedures, they will be necessary during a person's employment.

Part 3 - Retention

A truly inclusive workplace means a welcoming environment with responsive leaders and managers and engaged staff members. As such, an inclusive workplace benefits both disabled and non-disabled colleagues, and can greatly improve employee retention.

When a new disabled employee joins your club or organisation, important conversations need to be had about any workplace adjustments which should be implemented in advance of their start date. Remember that not all disabilities are visible, and some people who did not need adjustments during the recruitment process may need adjustments once in employment.

It is impractical – particularly in larger organisations – for employers to respond ad-hoc to people’s individual (and changing) needs. For long-lasting sustainable change, employers should proactively look to create policies and processes which make access and inclusion a consideration within their organisation more widely.

There are many changes which can be made to create a more welcoming and accessible workplace, and some suggestions are listed below. However, all of these recommendations reinforce the key principle of introducing inclusive policies consistently throughout an organisation, while maintaining clear communication with employees. It is the employer’s responsibility to create a workplace environment where staff feel comfortable to request additional support, where required.

- **The role of the Disability Access Officer**

In order to achieve an inclusive workplace, it can be beneficial to appoint an ‘Access Champion’ who can oversee progress and developments. Within footballing organisations, a Disability Access Officer (DAO) would be an excellent candidate for such a role.

The DAO / Access Champion is not responsible for single-handedly creating an accessible and inclusive workplace. Instead, they should ensure that the commitment to access and inclusion is consistent across the organisation and provide support and guidance to other departments. Every staff member and department must take some responsibility in maintaining the values of the organisation; the media department, for instance, should use appropriate terminology in all communications.

Regarding inclusive employment, it is recommended that HR liaise with the DAO (or local disability organisations if there is no appointed DAO) in order to discuss recruitment and retention policies and procedures and better understand how accessibility relates to this topic.

- **The role of HR**

To begin with, HR – with the support of the DAO, where possible – should assess the organisation’s current situation:

- Does everyone – both internally and externally – know that inclusion is a priority?

- Does the organisation already have a strategy for creating an inclusive workplace? If so, is every employee aware of this strategy?

HR should then be responsible for overseeing the implementation of the workplace adjustment policy to ensure it is integrated into every aspect of the business, from recruitment procedures to attendance policies, in a cohesive manner.

Adjustments help remove the barriers which disabled people face in the workplace and enable them to work alongside their colleagues on a level playing field. Having one centralised person (or department, depending on the size of an organisation) managing workplace adjustments can be hugely beneficial to disabled staff and managers.

Job roles and individual needs change and evolve all the time. For disabled people, the adjustments they require when they first join an organisation are unlikely to stay the same throughout their time in the workforce. Furthermore, given that the majority of disabilities are acquired, some people who did not have any access requirements upon starting a role may need adjustments to be made later on. Clearly knowing who to approach to discuss requirements can streamline the process and reassure staff of their employer's commitment to accessibility. HR taking responsibility for the workplace adjustment policy can therefore lead to happier employees and a more efficient workplace.

More information about adjustment policies and HR's role within this is included in the "Workplace Adjustment" chapter of this guide.

- **The importance of regular feedback**

Good and frequent communications between colleagues is also important in creating an inclusive workplace environment. It is recommended that managers find time to schedule regular performance reviews with each staff member from the start of their employment.

Regular meetings help develop relationships and understanding and, as a result, benefit employers and employees, whether they are disabled or not. Managers have the opportunity to track an individual's progress, understand their changing needs, and be alert to any potential issues which may arise. Meanwhile, for staff members these meetings help develop a sense of responsibility and accountability, and can therefore positively impact on their performance.

Scheduled catch-ups also provide a platform for staff to share concerns with their managers and encourage an open, supportive atmosphere between employer and employees. As a result, disabled employees may feel more comfortable in asking for workplace adjustments, which will enable them to fulfil their role more efficiently.

- **The structure of performance review meetings**

Performance review meetings must have enough structure and purpose that their use is clearly tangible to managers and employees, and they do not feel like a waste of valuable time in the working day. In other words, these meetings should not just be a tick-box exercise, but be planned in advance with tangible aims and expectations.

Managers should use these reviews as an opportunity to set clear, measurable and achievable short- and long-term targets for their employee. These goals should be result-focused. Disabled people may find alternative ways of carrying out tasks, so setting targets based on the process could be discriminatory.

After setting the objectives, there should be a brief discussion about how these will be achieved and in what time frame. This discussion gives staff the opportunity to identify any potential barriers they may face, and consider whether a workplace adjustment could help overcome these barriers.

If a workplace adjustment has already been introduced, performance review meetings are an opportunity to assess the efficiency of the adjustment, and whether any additional support is required.

If a manager has any concerns about an employee's performance or, conversely, an employee has any of their own concerns, a review meeting provides a platform for these issues to be shared and resolutions to be found.

- **Setting targets for disabled employees**

The performance review is also an opportunity to discuss career development. For some people, career progression is an important motivator, other people are happier staying in a steady role. It is the manager's responsibility to understand the career wishes of each employee. No assumptions should be made about a person's ambition or future plans based on their disability.

Similarly, it should not be assumed that objectives need to be 'simplified' or targets lowered in order to make them suitable for disabled people. The employer should not have lower expectations of disabled employees. This could lead to disabled people feeling undervalued or as if they are not equal contributors within the workplace. If a disabled person is having difficulties meeting an objective, it is the manager's responsibility to assist them. A manager should work together with their employee to introduce adjustments which enable the disabled person to fully participate in the workplace and achieve the required objective.

- **The importance of attitude**

Retaining employees for a long time is usually an indicator of a happy workplace, where staff feel valued, comfortable and included. The attitude of managers and decision makers can have a huge impact on the atmosphere within a work environment.

It goes without saying that if people fear repercussions or discrimination, they are unlikely to request workplace adjustments – even with regular employee reviews and meetings. However, a welcoming and understanding working environment can empower disabled people to request the additional support they require.

This attitude must be embraced by everyone within an organisation. Managers can positively influence other staff members by making it clear that inclusion is high on their priorities. Meanwhile, a DAO can work to ensure this message is reaching all departments

by monitoring internal policies and organising regular comms and trainings on the topic of access and inclusion.

- **The value of Disability Inclusion and Etiquette Training**

Disability Inclusion and Etiquette training should be provided to all staff, even if their role does not directly relate to disabled people or they have no known disabled colleagues. Organising this training may fall under the role of the DAO. As disabled people are the world's largest minority group, it is highly likely that your staff members know a disabled person or that someone within your team is disabled themselves (although they may not have told you this).

Disability Inclusion and Etiquette training equips staff to communicate effectively and respectfully with disabled people, and helps create a more understanding and thoughtful workplace environment. Every new staff member should receive DIET training as part of their induction programme. As well as including the basic principles of disability inclusion, training should be relevant to each staff member's particular role. For example, managers should learn about potentially using different techniques to manage differently disabled people, while the Media team should learn specifically about how to create accessible communications and why. Staff should therefore receive additional training as and when their role within the organisation changes.

It is recommended that a schedule for refresher courses is developed. Regular training ensures staff do not forget important lessons about access and inclusion, and therefore contributes to removing attitudinal barriers disabled people may face at work.

- **Showing advanced consideration of disabled people**

Disabled people are more likely to feel like valued members of the team if there has been a clear consideration of their needs in advance. While a successful adjustment policy empowers a disabled person to ask for assistance when required, the employer still carries responsibility for ensuring access is considered in all areas of the business.

For example, when arranging events at external venues, accessibility should be one of the criteria for selecting the final location. Similarly, if an organisation has plans to relocate, they should look for an accessible venue. This would demonstrate to disabled people that the organisation is proactively considering access and inclusion.

Disabled people must also be considered when establishing safety procedures. For example, managers and leaders should work together with local fire safety experts to create an evacuation plan suitable for differently disabled people. Evacuation plans should always be displayed in an accessible format. By proactively integrating access and inclusion into company safety procedures, managers make it clear to disabled employees that they are not an afterthought or burden.

It is important to remember that all disabled people are different and have different requirements. Even an inclusive general evacuation plan may therefore not cover the needs of all disabled employees. It is therefore the responsibility of the employer to work with

disabled individuals and fire safety experts to develop a personalised evacuation plan, wherever necessary.

- **Empower and include disabled employees**

Disabled people should be treated with the same respect and courtesy as other employees. However, due to the many inequalities that disabled people face within society, it is sometimes necessary to treat disabled people differently in order to treat them equally. It is possible that disabled people – due to societal discrimination – may have less employment experience than non-disabled people. Employers could implement additional schemes to help redress this imbalance and provide disabled staff with support, advice and, ultimately, a voice within the workforce.

Mentor schemes can be particularly beneficial for minority or underrepresented groups of people. Mentoring can provide a valuable platform for information and skill sharing as it gives the disabled person an opportunity to ask questions and learn by example. The relationship of support and collaboration can help to build the self-esteem of both the mentor and mentee, and develop a company culture of respect, understanding personal development. Having a mentor can also help integrate a new employee into the organisation as they have an instant relationship with a colleague who, it is recommended, is from a different team or department.

Furthermore, if the mentor is disabled, the mentee has a prominent role model within the organisation and can see the progression and prospects available to disabled people. As such, mentorship can serve as motivation for disabled staff members, and reassurance that they are not a burden or ‘token’ appointment. Nevertheless, it should not be assumed that all disabled employees will want to be part of a mentoring scheme, particularly if this is not offered to non-disabled employees, or that two employees are automatically a good fit to be paired together because they are both disabled.

Supporting the creation of a group or network of disabled employees could also be a powerful tool in improving retention. CAFE advocates for the creation of Disabled Supporter Groups (DSG) as a platform to share best practice, influence decisions and give disabled fans a voice within a football club. Disabled employee groups can have a similar impact on a workplace as DSGs have on football clubs. A disabled employee group can establish a support network for disabled people and give them space to discuss access and inclusion and share best practice and ideas. It could be the responsibility of the DAO or line managers to share information about the benefits of such groups, while recognising that not all disabled people will necessarily want to join one.

As with a mentor scheme, encouraging relationships between employees can help develop positive and productive dialogue and lead to staff feeling more invested in the organisation. The employee group could go beyond your club or organisation, and could be linked with disabled staff in other footballing organisation within the local area. If your organisation has a DAO, they could play a key role in creating such a network and organising regular meetings and social events.

Part 4 - Workplace adjustments

Disabled people deserve the right to take their place alongside non-disabled people within the workplace. Just like non-disabled people, disabled people should be treated with respect, dignity and understanding. Nevertheless, societal and environmental conditions can put disabled people at a disadvantage. Some disabled people therefore also require additional support to overcome these barriers.

In order to truly treat everyone equally, it is sometimes necessary to treat some people differently. Within employment, this statement means employers have the responsibility to make adjustments which enable disabled people to fully contribute to the workforce.

Generally speaking, as every disabled person is an individual with individual needs, employers cannot pre-empt which adjustments staff will require before employment commences. However, there are some actions senior management can take to ensure their workplace is welcoming and inclusive of disabled people who may choose to join their organisation in the future.

Access Audits

The physical environment is key to creating an inclusive space for disabled and non-disabled employees to work side-by-side. Organisations are therefore encouraged to work with local experts to arrange an access audit of their premises, and implement the resulting recommendations.

It is advantageous to be proactive in improving the physical accessibility of your premises, even if you do not knowingly have a disabled person currently working for you. For example, it is recommended to install a wheelchair accessible toilet even if you do not currently employ a wheelchair user. Otherwise, in the future a highly-qualified applicant who is a wheelchair user may be put off from applying to work for you due to a lack of accessible facilities. Moreover, you may host an event or a meeting which a wheelchair user or differently disabled person needs to attend. Your organisation will get a bad reputation if the venue you are providing is inaccessible and prevents a disabled person from participating.

An effective access audit will consider your current facilities in relation to local and international legislation. The audit will look at the entire workday from the perspective of differently disabled people, including different means of reaching your premises (by car, by public transport etc.), accessible facilities within the workplace (e.g. toilets, meeting rooms, kitchens), and accessible services and policies (e.g. alternative formats, emergency evacuation). Upon receiving the results of the audit, your DAO could create a strategy for implementing the suggested improvements. If your organisation does not have a DAO, a person or department who is able to coordinate effectively with all sides of the business should be nominated to oversee the project. Successful implementation will involve the commitment and support of all senior management.

Disability Inclusion and Etiquette Training

As mentioned previously, disability inclusion and etiquette training is vital in ensuring that you and your staff are able to interact with disabled people, whether an employee, a supporter, a coach or a service provider, in a respectful and appropriate manner.

All staff members should learn the basic principles of disability etiquette and inclusion, as well as role-specific guidance.

Workplace Adjustment Policies and Procedures

In order to create an inclusive working environment with equal opportunities for all, adjustments may have to be made to remove barriers facing disabled people within the workplace.

Workplace adjustments can take many different forms depending on the job role, the individual's needs and the work environment. Some examples of possible adjustments include:

- Provision of information in alternative formats;
- Provision of an interpreter at meetings;
- Provision of a quiet break-out space;
- Provision of an additional spell-checking system on work computers;
- Provision of screen readers and other assistive technologies;
- Permission to work flexible hours;
- Flexible approach to absences due to appointments;
- Possible reallocation of inaccessible activities and duties.

It is important to remember that not all disabled people will need adjustments. For those that do, it is up to the employer to create a workplace adjustment policy. In order to guarantee a fair and considered approach for each employee, a formalised policy which can be applied to every individual case should be established. HR should lead on the creation of such a policy. This policy should then be clearly communicated to all staff to ensure that the correct procedures are in place for when a disabled employee will need them.

Line managers will be responsible for working through the adjustment policy with their employees. If your organisation has a DAO, they could provide support to line managers throughout this process, however if a line manager has doubts about how feasible or reasonable a requested adjustment is, they are advised to consult with HR.

In some cases, other staff members may need to be informed about adjustments put in place for their colleague – for example if a disabled person is permitted to work different hours. However, only the adjustments should be communicated, not the person's medical history or information about their disability. It is important to continue to include the disabled employee within this process, and therefore it is advised to discuss with them how this information will be communicated to other people.

A structured and formalised method of monitoring workplace adjustments makes any internal career transitions much easier to manage. For example, if a disabled employee gets

a new manager or moves to a different department, all the necessary information about their individual requirements are clearly documented and can be easily communicated to new colleagues, with the prior consent of the disabled employee. In this sense, a well-constructed adjustment policy improves the efficiency of an organisation. An example of a workplace adjustment form is included in an appendix to this document.



A formal workplace adjustment policy will vary depending on the size of the organisation and local employment legislation. Nevertheless, the following graph shows the general flow of activity. There is additional information about each stage below.

- **Request adjustment**

A clear process should be in place for employees wishing to request an adjustment. All staff members – disabled or not – should be aware of who to approach regarding workplace adjustments.

The process is likely to differ depending on the size of the organisation. For smaller organisations, line managers may be responsible for implementing workplace adjustments for their staff members. In larger organisations, there may be a staff member – where possible this could be the DAO – who is the initial point of contact for employees wanting an adjustment. The staff member / DAO can then oversee and coordinate the ongoing discussions between employees and their managers, providing support to both parties as required. HR should also be available to provide additional support to line managers and DAOs, as required.

Making the process for implementing adjustments readily available enables changes to be made effectively and efficiently. Promoting the policy can also publicly demonstrate an employer's commitment to creating an inclusive workplace, which in turn can give disabled staff the confidence to ask for additional assistance, where required.

It is important that line managers are aware of the procedure in case they want to suggest introducing a workplace adjustment for one of their employees. As with any of their non-disabled employees, a line manager may notice an issue or consider ways of optimising the performance of their disabled staff. If a disabled employee is having difficulties in their role, a line manager should be able to suggest a workplace adjustment is introduced, even if the employee has not requested one themselves. However, the disabled person should be involved in any discussion surrounding adjustments – they, after all, will know best if an adjustment is suitable for them.

- **Discuss adjustment**

Once an adjustment has been requested, a discussion needs to be had between the disabled employee and their line manager. The discussion could take place during a scheduled review session, if one is planned to happen imminently. Otherwise, it will be necessary to arrange an additional meeting more urgently. If your organisation has a DAO, they could be available to provide line managers with advice on access issues or etiquette.

During discussions with their employee, line managers should avoid asking specifically about the person's disability. Instead, the barrier faced by the disabled staff member and its impact on their work should be identified. Possible adjustments which will help the disabled person overcome these barriers can then be discussed. At this point, it may be necessary to

involve other experts, such as the DAO, who can advise more specifically on potential adjustments, and HR who can advise on the practicalities of their implementation.

- **Implement adjustment or complete Workplace Adjustment Decision Form**

It is vital that whoever is responsible for implementing workplace adjustments – whether the DAO, line manager or HR – proactively responds to all requests. For disabled people to feel like valued members of the workforce, their voices must be heard.

Moreover, it is beneficial to the employer to introduce adjustments in an efficient manner. Adjustments enable staff to successfully fulfil their role; without them, people may fall behind on work and the entire organisation could suffer.

Therefore, as soon as an adjustment is agreed upon, it should be implemented. The employee and manager can then move on to the fourth stage: filling out the Workplace Adjustment Implementation form.

However, if the employer has any doubt over whether an adjustment is ‘reasonable’ or not, they should instead fill out the Workplace Adjustment Decision Form and escalate the issue to HR. An example of such a form is provided in the appendix to this document.

When deciding whether it is reasonable to implement an employee’s request for an adjustment, its effectiveness should be evaluated and its cost weighed up in comparison to its practicality.

First and foremost, the proposed adjustment must enable the disabled employee to overcome the identified barrier. Where a resolution is not immediately evident, you should work together with local experts to identify alternative solutions.

Cost is also an important implication of a workplace adjustment. A larger, more affluent organisation would be expected to implement more expensive adjustments than a smaller-sized organisation. If an adjustment proves too costly, alternative arrangements should be sought out with the help of local experts. Organisations should also look into local grants and resources provided to help support the employment of disabled people. For example, in the UK the government offers Access to Work grants to fund disabled people’s workplace adjustments.

However, when considering cost, it is important to not only consider the cost of implementing the adjustment, but also the cost of **not** implementing the adjustment. Not introducing an adjustment could mean losing an employee who you considered the best candidate for a role and in whom you have invested time, training and resources.

A workplace adjustment must also be practical to implement, and not have a detrimental effect on other employees. Health and safety must therefore also be considered.

“Line Managers are aware of their responsibilities to provide workplace adjustments and do so with the best interests of both the employee and organisation in mind.”

Mark Phillips, DAO at Swansea City AFC

It will not be necessary to complete a Workplace Adjustment Decision form for every new request, and should only be used when the employer has genuine concerns about the practicalities or effectiveness of an adjustment. This form helps ensure the employer is being objective, and clearly documents the complete decision-making process.

Once the form has been completed, if the requested adjustment proves to be reasonable, the line manager should inform their employee and start implementing the changes.

If the adjustment proves to be ‘unreasonable’, you should inform your employee and – together with HR – try to find alternative solutions. It may be necessary to involve local disability / employment experts at this point.

If you are unable to find a reasonable workplace adjustment, it may be necessary to reassign some of the inaccessible duties to a different employee. This highlights the importance of clearly distinguishing between essential and non-essential tasks at the point of recruitment, and creating clear goal-based targets. If – despite reasonable adjustments being made – a disabled employee is unable to fulfil the role’s essential tasks or meet their professional targets, it could be unreasonable to retain them in employment. However, before this decision is made, all reasonable arrangements should have been considered, including possibly transferring the disabled person to a different, more suitable role within the organisation or offering a part-time contract. Such adjustments may not be suitable in all instances, for example a smaller organisation may not have alternative positions to offer.

- **Workplace Adjustment Implementation Form**

Once an adjustment is in place, the line manager and the relevant employee should complete the Workplace Adjustment Implementation Form together. An example of such a form is included in the appendix to this document.

This form helps to clearly document the barriers facing the disabled employee and the agreed changes, implemented in order to overcome these barriers. This information is important for any future discussions about an adjustment’s impact, and can be passed on to any new managers the disabled person may work with.

After implementing an adjustment, there should be opportunities for the disabled employee and their manager to review its effectiveness. The review stage provides the opportunity to analyse whether the adjustment has helped overcome the specified barrier(s), or whether further changes and improvements could be made. The Implementation form provides a space to record any comments or concerns regarding the adjustment from either the employee or their manager. Establishing clear targets for staff members – as explained in the Retention section of this document – makes it easier to measure the effectiveness of a workplace adjustment, while regular staff review meetings provides an excellent opportunity to discuss the impact of adjustments.

If the adjustment is successful, it will not be necessary to review the adjustment in every meeting. Nevertheless, a welcoming and understanding atmosphere should be created so that the employee always feels comfortable to raise concerns or issues or to inform their employer or any change in circumstances.

Workplace adjustments can be hugely varied and may require a little or a lot of change within an organisation. Ultimately, however, adjustments enable a disabled employee to contribute fully to a workplace and therefore create a more efficient and productive environment for everyone.

Part 5 - Promotion and celebration of inclusive practices

Disabled people deserve the right to take their place alongside non-disabled people across all levels of football, as spectators and employees. As such, an inclusive and diverse workforce is something to celebrate. By openly discussing the importance and benefits of inclusive employment practices, you can help lead the way for other organisations within football and beyond.

Promoting your inclusive practices can also help to improve your organisation's public image and therefore encourage more disabled people to apply to work for you. Ensure your organisation uses positive, inclusive language and imagery in all public relations.

[Footballing stakeholders should] promote positive stories from disabled employees on how flexible working practices have helped disabled people gain and maintain employment. It is important disabled employers and employees continue to share their stories to challenge perceptions and myths.

Mark Phillips, DAO at Swansea City AFC

It is nevertheless important that disabled staff members do not become ‘token’ employees who are exploited for PR purposes. ‘Showcasing’ employees for the sole reason that they are disabled can be patronising and belittling. Instead, celebrate their professional achievements and therefore inspire and create visible disabled role models for others.

You can also inspire change beyond your own organisation by working with partners who share the same values as your organisation. This could relate to 3rd party suppliers or sponsors. By collaborating with other organisations invested in improving access and inclusion, you further demonstrate to your employees and the outside world that you are committed to the topic.

Contacts and Useful Links

For further information and any questions regarding inclusive employment, please contact CAFE:

E: info@cafefootball.eu

T: +44 (0) 208 065 5108

Additional useful links:

- Business Disability Forum - <https://businessdisabilityforum.org.uk/>
- The ILO Global Business and Disability Network - <http://www.businessanddisability.org/>

About CAFE

Disabled people are the largest minority group at >15% and rising (World Health Organization) and it can be fairly assumed that many of the one billion disabled people living today will be football fans – the world’s most popular sport. Many can still only aspire to watch live football with many stadiums around the world not yet accessible and inclusive.

The Centre for Access to Football in Europe was established in 2009 with support from UEFA to improve access and inclusion across the game using the special influence of football. CAFE works with national associations, leagues, clubs, disabled fans, fans groups, NGOs and key stakeholders to ensure a more accessible, inclusive matchday experience for disabled fans across Europe.

Further, by raising awareness and sharing best practice solutions, CAFE aims to improve access and inclusion across the game so that disabled people can take their rightful places as spectators, players, volunteers, coaches, administrators, and as leaders and decision makers.

www.cafefootball.eu

Appendices

Appendix 1 - Job advert template

[[Organisation's logo]]

Remember to add alternative text to the logo image for those using screen readers

First Team Coach FC Total Access

Alternative formats of this document are available upon request.

Please contact FC Total Access:

E: HR@FCTotalFootball.co.uk
T: +44(0)208 123 4567

Hours: full-time, weekends and evenings may be required

Salary: competitive

Location: Max Access Stadium, London, with international travel

Reporting to: Club Chairman

FC Total Access is seeking to appoint a full-time First Team Coach. The successful candidate will report to the club chairman and will work closely with all first team players and club departments.

Brief one-paragraph introduction to the organisation – its aims, ethos and team size.

Who you are

FC Total Access is a new club, aiming to reach the highest levels of football and accessibility. We have a strong club ethos – Total Football, Total Access – and expect all our employees to share this outlook and promote it through their daily work. Besides our 20 full-time players, we have a small team of 8 backroom staff.

How many people work for you

Brief explanation of the role and its context within the organisation

The First Team Coach will have an exciting opportunity to lead the development of the first team and be the main spokesperson for the club.

Specify according to the role on offer

The key responsibilities include running first team training sessions, selecting teams on matchdays, providing articles for matchday programmes and participating in press conferences.

List 2-4 key tasks

Successful candidates will demonstrate a good knowledge of football, a commitment to Total Football, Total Access, good communication skills and enthusiasm.

List 2-4 key attributes

The **First Team Coach** will report to the **club chairman**, and be responsible for managing **20 first team players, and coordinating with the backroom staff.**

Alternatively, 'they will report to ____, and work closely with ____'

The role will be based in **London**, with frequent international travel. The hours will be **8am – 4pm**, and evening and weekend commitments will be required regularly. A flexible approach to working hours is possible. When travelling, the costs of transportation, accommodation and reasonable expenses will be covered by the club.

Explain whether weekend / evening commitments and / or travel will be required

Key responsibilities

Bad practice:

Best practice:

Try to avoid being vague

- Be a coach
- Support the rest of the backroom staff

- Develop a training plan and schedule to oversee the development of all first team players
- Liaise with backroom staff to source news articles, interviews and case studies

Focus on the result, not the process. What if the applicant was deaf, for example?

- Speak clearly and confidently at press conferences

- Represent the club at press conferences

Ensure information is relevant. Is driving the chairman really a key responsibility?

- Drive the chairman into work for daily catch-ups

- Provide quarterly progress reports to the chairman

Avoid using abbreviations, acronyms, jargon and complicated language

- Work closely with the M&C department to hit key KPIs

- Work closely with the Media and Comms department to ensure a consistent approach to communications

Key knowledge, skills, experience, competencies and qualifications

Essential:

Bad practice:

- Experience playing in a top division league
- Can do 100 kick-ups
- Degree in sports management
- Driver's license
- Strong verbal and written communicator

Best practice:

- Can demonstrate a good understanding of footballing tactics used at the highest level
- Knowledge of managing a small-medium sized business
- Able to travel nationally and internationally
- Strong communication skills

Disabled people may not have had the opportunity to gain previous experience/qualifications. Enable them to show their skills through alternative means.

Focus on the result, not the process.

This could put off deaf people who sign from applying.

Desirable:

- A good understanding of the social model of disability
- Previous experience in first team management
- Previous experience of working in sport or disability
- Confidence in interacting with external stakeholders

Best practice. Past experience should be desirable, but not essential.

Disabled people may be able to demonstrate their suitability through alternative means.

FC Total Access is an equal opportunities employer and proactively seeks applications from disabled people.

Access and inclusion mission statement

We are committed to ensuring that our recruitment processes are barrier-free and as inclusive as possible to everyone. This includes making any reasonable adjustments for applicants, as requested during the process.

Statement about adjustments

If you would like us to do anything differently during the application process, please contact us at the email address or phone number below.

Please send a copy of your CV along with your completed application form and a brief supporting letter by email to chairman@FCTotalFootball.co.uk, or contact us on +44(0)208 123 4567. Please submit your application **by 17.00 on Monday 13th June.**

Offer multiple means of contact

FC Total Football will endeavour to reply to all applicants by 15th June.

Interviews will take place at the **Max Access Stadium, Total Football Road, London**, or via Skype, during the week commencing 20th June. More information about the interview format will be provided to successful applicants.

Include as much information as possible about next steps

For more information about the role, or to receive this advert or the application form in an alternative format, please contact FC Total Football:

E: HR@FCTotalFootball.co.uk

T: +44(0)208 123 4567.

Appendix 2 - Workplace Adjustment Decision form

Initial evaluation:

- Is an adjustment required?
 - Is the employee disadvantaged or facing a barrier at work?

If the answer is 'yes' to both of these, a reasonable adjustment should be made.

- What adjustments could remove this barrier?
 - Involve the employee in this discussion.
 - If necessary, involve local experts too.
 - If you reach a decision about a suitable adjustment but are still concerned about whether this adjustment is reasonable or not, complete the following form, including as much detail as possible.

To be complete by the Line Manager responsible:

Name of employee	Name of line manager
Barriers identified	
Include a brief description of the barrier (s) faced by the employee	
Proposed adjustment	
Include a brief description of the proposed adjustment, and initial feedback from the employee about the proposal	

Effectiveness
How effective is the adjustment at removing the identified barrier?
Practicality
How practical is the adjustment? For example, how long does it take to implement? Is it disruptive to other employees?

Cost

How much does the adjustment cost to implement? Has government / social programme funding been researched and considered? Is any funding available?

Health and safety risk

Is there any health and safety risk involved in making this adjustment?

Additional evidence to support decision

[Example: advice from medical professional / employee's doctor]

[Example: advice from local accessibility experts]

Decision and next steps

Completed by	
Job title	
Department	
Date	

Verified by	[This decision should be signed off by a senior member of staff]
Job Title	
Date	

Appendix 3 - Workplace Adjustment Implementation form

The following document details the workplace adjustment plan for [name of employee].

Please detail the barriers you face at work as a result of your disability:	
We [the employee and Line Manager] have agreed on the following reasonable adjustments:	Date implemented:
Agreed and signed by Line Manager:	Date:
Agreed and signed by employee:	Date:

The employee [name of employee] agrees to inform their Line Manager and / or their Disability Access Officer [delete as appropriate] if they find that the above adjustments do not help overcome the identified barriers.

Similarly, if the Line Manager or DAO feels the adjustments are not assisting the employee to overcome workplace barriers, they will discuss alternative solutions with the employee at the next employment review meeting, or sooner (depending on urgency).

How often will adjustments be reviewed?	
Who can the employee contact if they have urgent concerns / queries?	

Include name and contact details	
----------------------------------	--

Adjustment review:			
Feedback from employee:	Feedback from line manager:	Proposed resolution:	Date and signature:
<p>For example:</p> <p>How effective does the employee find the adjustment?</p> <p>Have there been any unexpected results of the adjustment?</p> <p>Has the adjustment enabled the employee to reach their targets?</p>	<p>For example:</p> <p>How effective does the line manager find the adjustment?</p> <p>How easy has it been to manage the adjustment? Has it had an impact on other resources / areas of the organisation?</p> <p>Has the adjustment enabled the employee to reach their targets?</p>	<p>This could include a change to the current adjustment, or a scheduled meeting to discuss alternative solutions.</p>	<p>Each comment / resolution should be dated and signed by both employee and line manager</p>

An up-to-date copy of this form will be retained by the employee / line manager / Disability Access Officer / HR.

A copy of this form may also be given to a new or prospective line manager **with the prior consent** of the employee.

Alternative formats of this document are available on request

Total Football Total Access Total Sense