

## Fact Sheet 3: Hiring

---

*Evidence-Based Disability Employment Practice Recommendations for Canadian Employers*

### About this fact sheet

---

This fact sheet presents the hiring recommendations from An Employer Guide to Disability Employment Practices in Canada (Anyinam et al., 2026), a convergence synthesis of 95 Canadian grey literature documents produced by 53 independent organizations. The full guide covers eight domains across the employment lifecycle. This sheet addresses Hiring.

The recommendations below are condensed for ease of use. Jurisdictional notes, full source document lists, and detailed quality appraisals appear in Chapter 5 of the full guide.

### About the evidence

---

Canadian federal departments, provincial and territorial human rights commissions, accessibility offices, and national disability organizations all publish guidance for employers. The convergence synthesis identified practices where multiple independent organizations arrived at the same recommendation without coordinating with one another.

Convergence classification reflects how many independent organizations support the practice: Strong (six or more sources), Moderate (four to five sources), Low (three sources). Each supporting document was appraised using the CRAAP framework (Currency, Relevance, Authority, Accuracy, Purpose). The quality flag reports the proportion of sources that scored High on this appraisal: Full confidence (75% or more), Moderate confidence (50–74%), Quality flag (below 50%).

### Why hiring matters

---

Hiring decisions are the point at which inclusive recruitment and interviewing practices must translate into equitable outcomes. Bias at this stage can negate the effort invested in accessible recruitment and fair assessment. While convergence is lower in this domain than in others, the guidance is direct and practical, covering non-discrimination, broadened criteria, assessor training, supported pathways, accommodation in offers, and employer readiness.

### Recommendations

---

#### **Recommendation 3.1 Do not use disability or accommodation needs as a factor in hiring decisions**

Convergence: Moderate Quality: Full confidence (80%) Sources: 5 independent organizations

Never use disability or accommodation needs as a factor in hiring decisions. Focus on attitudes, abilities, skills, and personality rather than perceived limitations. Do not assume a person is unsuitable without fully assessing their qualifications. Do not disqualify candidates for inability to perform non-essential job functions, as these can often be reassigned or removed. An applicant is not obliged to inform an employer of accommodation requirements before being hired. Medical examinations should be conducted only after the job offer has been made and accepted. The need for accommodation cannot be used when evaluating the merits of an application.

### **Recommendation 3.2 Broaden evaluation criteria to value diverse experience**

**Convergence:** Moderate **Quality:** Full confidence (100%) **Sources:** 4 independent organizations

Broaden your evaluation criteria beyond traditional minimum experience and educational requirements. Consider adding items such as overcoming challenges, problem-solving ability, and capacity for new perspectives to your desired skill sets. Assess candidates on required soft skills and attitude, not exclusively test outcomes. Permit alternatives to references if references create a barrier. Consider transferable skills and use pre-employment training programmes to assess job skills. Adopt a multi-level approach to job matching that considers not only skills and abilities but also values, interests, and long-term career goals.

### **Recommendation 3.3 Train assessors to recognize and correct for bias**

**Convergence:** Low **Quality:** Full confidence (100%) **Sources:** 3 independent organizations

Provide all assessors and hiring panel members with training on unconscious bias, human rights principles, and inclusive assessment practices. Assemble diverse panels. If your organization uses AI tools to screen candidates, give hiring managers guidance on recognizing algorithms that may discriminate against persons with disabilities. Ensure persons assessing candidates are trained to identify and correct for bias based on age, social class, life experience, and other personal factors that are unrelated to job performance.

### **Recommendation 3.4 Use internships and supported pathways to permanent employment**

**Convergence:** Low **Quality:** Moderate confidence (67%) **Sources:** 3 independent organizations

Offer internships, traineeships, and paid work experience leading to permanent employment. Internship programmes for persons with disabilities increase their likelihood of being hired and support them in gaining and retaining employment. Consider hiring summer students with disabilities to provide meaningful first work experiences. These pathways allow supervisors to identify strengths and provide a structured transition to permanent roles.

### **Recommendation 3.5 Confirm accommodation in the offer of employment**

**Convergence:** Low **Quality:** Full confidence (100%) **Sources:** 3 independent organizations

When making an offer of employment, notify the successful candidate of your accommodation policies. If a candidate has already requested an accommodation, confirm it in the letter of offer. This confirms that the organization has received the request and will act on it during onboarding.

Include standard language encouraging employees to communicate any additional accommodation needs as they learn what they require to do their best work in the new environment.

### **Recommendation 3.6 Ensure employer and hiring manager readiness**

**Convergence:** Low **Quality:** Full confidence (100%) **Sources:** 3 independent organizations

Ensure hiring managers and supervisors are prepared before the employee starts. Conduct upfront due diligence: prepare the team, confirm accommodations are arranged, and ensure the manager knows how to provide necessary supports. Connect with disability employment service providers or community organizations that can offer guidance, training, and practical tools. Employer readiness is as consequential as employee readiness in determining successful integration.

### **For the full evidence base**

---

Each recommendation in this fact sheet is drawn from Chapter 5 of *An Employer Guide to Disability Employment Practices in Canada*.

*Anyinam, C., Coffey, S., Da Silva, C., Graham, L., & Godin-Jacques, C. (2026). An employer guide to disability employment practices in Canada: Evidence-based recommendations from a convergence synthesis of Canadian grey literature. Building Employment Pathways for People with Disabilities Project, National Educational Association of Disabled Students.*

### **Suggested citation for this fact sheet**

*Anyinam, C., Coffey, S., Da Silva, C., Graham, L., & Godin-Jacques, C. (2026). Hiring (Fact Sheet 3 from An employer guide to disability employment practices in Canada). Building Employment Pathways for People with Disabilities Project, National Educational Association of Disabled Students.*

---

© 2026 Charles Anyinam, Nipissing University. Produced as part of the Workplace Opportunities: Removing Barriers to Equity (WORBE) project, in partnership with the National Educational Association of Disabled Students (NEADS). Funded by Employment and Social Development Canada. The opinions and interpretations in this publication are those of the authors and do not necessarily reflect those of the Government of Canada.