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| DUTY TO ACCOMMODATE  Managers’ pocket guide |  | A GENERAL PROCESS FOR MANAGERS | 2023  Current: January 2024 **Do not edit** |
| This document is meant to  provide managers with general  guidance and does not replace  applicable policies and  directives. In the event of a  conflict, applicable policies and  directives apply. |  |  |
| What is the duty to accommodate? *Simply put, the duty to accommodate is about preventing discrimination on the* [*13 prohibited grounds*](https://laws-lois.justice.gc.ca/eng/acts/H-6/section-3.html) *under the* [*Canadian Human Rights Act*](https://laws-lois.justice.gc.ca/eng/acts/h-6/page-1.html) *by removing workplace barriers faced by an individual to support their full participation in the workplace.*  *As a manager, you are responsible for collaboratively working with employees to create an inclusive and barrier-free workplace based on equity, dignity and respect that is free of bias, harassment and discrimination. By supporting employees in addressing workplace barriers, managers are proactively meeting the objectives of the* [*Policy on People Management*](https://www.tbs-sct.canada.ca/pol/(S(e021jvamqbhco5551teiyz55))/doc-eng.aspx?id=32621), the [*Directive on the Duty to Accommodate*](https://www.tbs-sct.canada.ca/pol/doc-eng.aspx?id=32634), and the [*Accessible Canada Act*](https://laws-lois.justice.gc.ca/eng/acts/A-0.6/) and its regulations. Further, they are responding to the [*Clerk’s Call to Action on Anti-Racism, Equity, and Inclusion in the Federal Public Service*](https://www.canada.ca/en/privy-council/corporate/clerk/call-to-action-anti-racism-equity-inclusion-federal-public-service.html). |  | FAST FACT  *When a barrier cannot be removed, managers are responsible for satisfying the employer’s legal duty to accommodate an individual’s needs when they stem from one of the grounds prohibited by the*[*Canadian Human Rights Act*](https://laws-lois.justice.gc.ca/eng/acts/h-6/)*.  They are also responsible for determining when the duty to accommodate applies with guidance from their functional advisors.* |
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| Step one: recognize the need for accommodation *How do managers accommodate employees?*  Managers can start by communicating how candidates and employees may request accommodation to address workplace barriers and their [responsibilities](https://www.canada.ca/en/government/publicservice/wellness-inclusion-diversity-public-service/diversity-inclusion-public-service/working-government-canada-duty-accommodate-right-non-discrimination/duty-accommodate-general-process-managers/gather-relevant-information-assess-needs.html) in the process. You can also use your knowledge and observations of the employee to have proactive conversations. It is important to remember that managers may have a duty to enquire if they believe an employee requires accommodation measures, even if an employee has not requested it.  FAST FACT  *The duty to accommodate extends beyond the traditional workplace. Employees may need to be accommodated wherever they are required to perform work, either on a temporary or permanent basis (for example, while on travel status or a telework location).* | |  | Step two: gather relevant information and assess needs *How do managers accommodate employees?*  Talk with the employee about the barriers they may face in the workplace that might hinder their productivity, including any accommodation measures that were provided in a previous position or organization, even if on an informal basis.  Find out about the organization’s requirements, processes and accessibility plans and document the steps taken and keep the organizational contact informed (if applicable).    Consult other [resources](https://www.canada.ca/en/government/publicservice/wellness-inclusion-diversity-public-service/diversity-inclusion-public-service/working-government-canada-duty-accommodate-right-non-discrimination/duty-accommodate-general-process-managers/gather-relevant-information-assess-needs.html#toc2) if the individual is unable to provide the information needed to determine the accommodation requirement (such as the organization’s functional specialists - managers may contact an employee’s health practitioner or doctor only with the employee’s consent).    Assess the employee’s work environment and discuss a range of measures that may address the need for accommodation and support employees’ work success.  FAST FACT  *Accommodation requests are to be handled informally where possible. This means that supporting documentation (for example, medical notes) may not be required when the barrier is clear, or the potential accommodation measure is known.* |
| Step three: make an informed decision *How do managers accommodate employees?* | Take the time to review the request, understand the needs and review any [supporting documentation](https://www.canada.ca/en/government/publicservice/wellness-inclusion-diversity-public-service/diversity-inclusion-public-service/working-government-canada-duty-accommodate-right-non-discrimination/duty-accommodate-general-process-managers/make-informed-decision.html#toc1). Determine if the request might fall under the [limits to the duty to accommodate](https://www.canada.ca/en/government/publicservice/wellness-inclusion-diversity-public-service/diversity-inclusion-public-service/working-government-canada-duty-accommodate-right-non-discrimination/duty-accommodate-general-process-managers/make-informed-decision.html#toc2).  There is no requirement to: accommodate where [undue hardship](https://www.canada.ca/en/government/publicservice/wellness-inclusion-diversity-public-service/diversity-inclusion-public-service/working-government-canada-duty-accommodate-right-non-discrimination/duty-accommodate-general-process-managers/implement-decision.html#:~:text=What%20is%20a%20bona%20fide%20occupational%20requirement%3F)to the employer (health, safety and cost) would result or to retain an employee who is unable to meet their employment responsibilities after reasonable accommodation has been implemented.  Employees, once accommodated, are expected to meet [bona fide occupational requirements](https://www.canada.ca/en/government/publicservice/wellness-inclusion-diversity-public-service/diversity-inclusion-public-service/working-government-canada-duty-accommodate-right-non-discrimination/duty-accommodate-general-process-managers/implement-decision.html#:~:text=What%20is%20a%20bona%20fide%20occupational%20requirement%3F).    Managers need to have adequate information to assess the accommodation request. If after discussions, the employee does not cooperate and provide the needed information, managers may have met the duty to accommodate.  It is important to document the steps and how you tried to accommodate the employee’s needs.    Work with all relevant parties, beginning with the [employee](https://www.canada.ca/en/government/publicservice/wellness-inclusion-diversity-public-service/diversity-inclusion-public-service/working-government-canada-duty-accommodate-right-non-discrimination/duty-accommodate-general-process-managers/make-informed-decision.html#toc3), their union representative where applicable and functional specialists if necessary to determine one or more possible accommodations.   FAST FACT  *Temporary accommodation measures can be considered while the accommodation process is ongoing. .* | | |

## Step four: implement the decision

*How do managers accommodate employees?*

Once you have reviewed all information and made an informed decision  
 about the accommodation request, you are responsible for informing  
 the employee of the decision and when it will be implemented. Or,   
 promptly advising the employee of the reason why the duty to   
 accommodate does not apply.  

FAST FACT

*Acquisition cards1 are to be used for the purchase of  
 accommodation-related items, to the extent possible, so that all   
 employees can be empowered, equipped, and positioned to work  
 safely, effectively, and productively.*

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| Step five: keep records and follow-up *How do managers accommodate employees?*  Document the process followed to consider and act on the accommodation request and retain a written record of the accommodation measures put in place.  Follow up regularly with the employee and modify the accommodation measures if needed, for example, when circumstances change.  Keep records of any modifications.    While accommodation requests are to be handled informally where possible, you must always document the process and outcome.    Limit communication to others throughout the process on a need-to-know basis, to respect the dignity, privacy and confidentiality of the individual.  FAST FACT  *When employees move to another position in the core public administration, they are allowed to retain technical aids, equipment and support materials should they still require them.* |  | want to learn more?    Please refer to the [Duty to Accommodate: A General Process for Managers](https://www.canada.ca/en/government/publicservice/wellness-inclusion-diversity-public-service/diversity-inclusion-public-service/working-government-canada-duty-accommodate-right-non-discrimination/duty-accommodate-general-process-managers.html) for additional information about these 5 steps.   **[FOOTNOTE]**  1The [*Directive on Payments*](https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32504) states that Chief Financial Officers are responsible for ensuring that acquisition cards are used when it is economical and feasible to do so, ensuring that appropriate management practices and internal controls are in place with respect to their use. The [*Supply Manual*](https://can01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fbuyandsell.gc.ca%2Fpolicy-and-guidelines%2Fsupply-manual&data=04%7C01%7CZZCBCORR%40tbs-sct.gc.ca%7Ce48bd44f31ff4902522008d8f05ba13d%7C6397df10459540479c4f03311282152b%7C0%7C0%7C637523623619038967%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C1000&sdata=%2F4%2BrQEosY3YeJsUIo1XRILu0iRHlO0Ox1eBEFCLBzrY%3D&reserved=0) provides guidance on the use of acquisition cards within the financial and procurement authorities delegated to departments, and the [*Contracting Policy*](https://can01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.canada.ca%2Fen%2Ftreasury-board-secretariat%2Fservices%2Fpolicy-notice%2Fchanges-contracting-limits-approval-new-requirements.html&data=04%7C01%7CZZCBCORR%40tbs-sct.gc.ca%7Ce48bd44f31ff4902522008d8f05ba13d%7C6397df10459540479c4f03311282152b%7C0%7C0%7C637523623619048959%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C1000&sdata=LpxJQdme39SYSHf6PRZrZegsXRuy9ARYcZWN0H1%2Bh14%3D&reserved=0) also requires technical authorities to incorporate accessibility criteria when specifying requirements for goods and services, where appropriate. |