



GCJT Journey Maps Persons with Disabilities

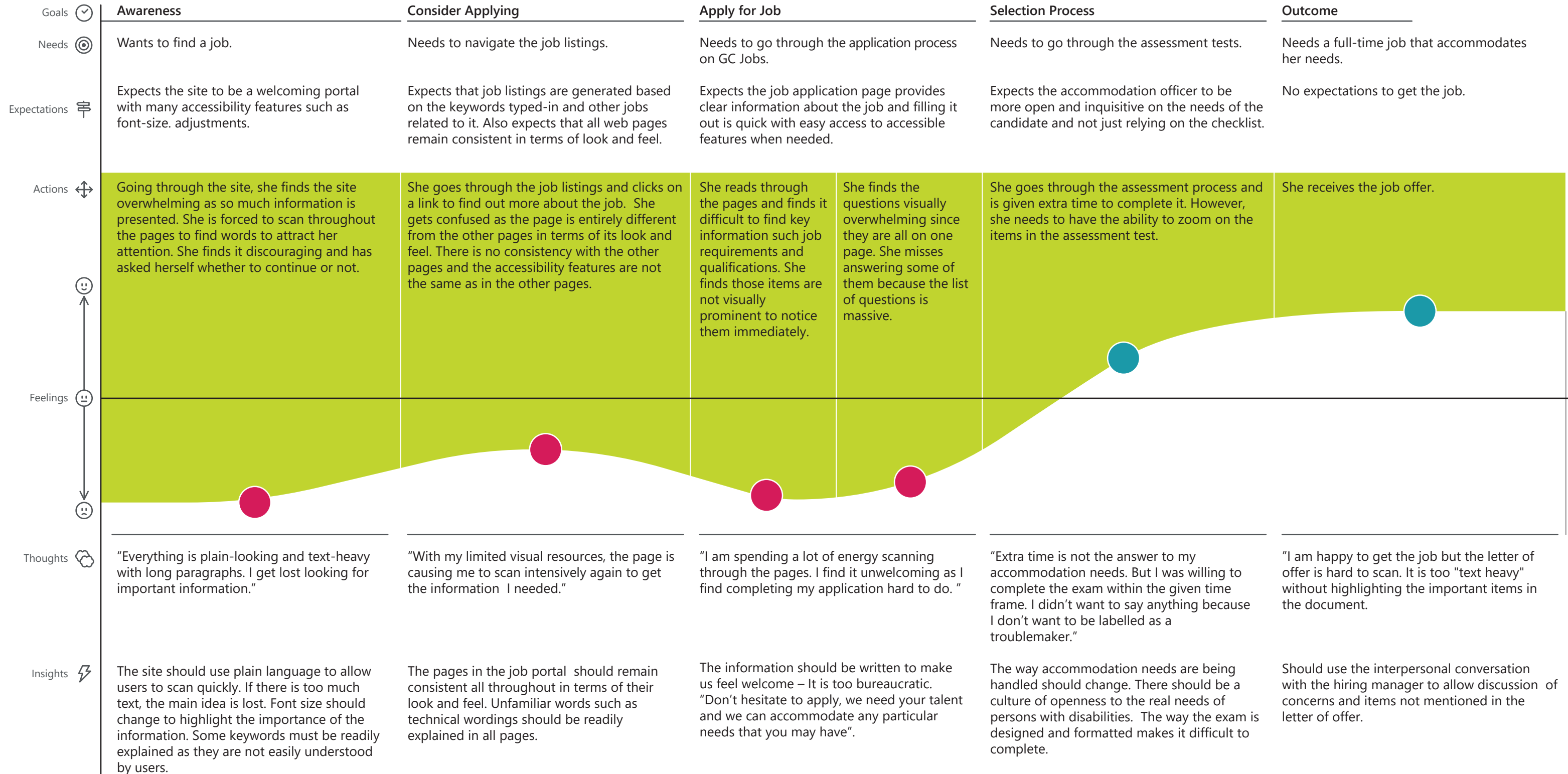




Joy Job Seeker with a Visual Disability - Applying for a Job

Joy is a 41 year old Officer in Human Resources who has recently applied for a new job in the government. She has a visual impairment called wandering eye.

Her eyes cannot focus on the same spot, causing a slight blur in her vision, eye fatigue and eye strain. In order to read through the information and to fill out the application completely, she needs to pause or take breaks from time to time.





GCJT Journey Maps

Matt Neurodiverse Job Seeker – Applying for a job

Matt is a newly hired Policy Officer at HRSDC. He is in his 20s and has ADHD. He has difficulty maintaining his focus for long hours and is always challenged to manage his time well.

“ I want to work for the government because I’m hoping that I could make a difference”



	Awareness	Consider Applying	Apply for Job	Selection Process	Outcome
Goals					
Needs	Wants to find a job.	Needs to navigate the job listings.	Needs to go through the application process on GC Jobs.	Needs to go through the assessment tests.	Needs a full-time job that accommodates his needs.
Expectations	Expects the site to be straightforward with items clearly explained and described on the website.	He expects to navigate through the search job page easily.	Expects the procedures to apply are clearly explained and filling out the form is quick and easy.	Expects the interview session to be less intimidating and less bureaucratic.	Uncertain about the outcome of the interview. Not sure if the job will be offered to him.
Actions	As a student coop, he had learned about the job portal. He started looking for jobs available in the government before he finished his studies. While exploring the site, he is faced with long descriptions of items to read that left him confused and overwhelmed.	He uses the job search function to see what jobs are available. He has to type in several keywords before finally getting a job listing. He clicks on the links that he finds interesting in the job listing to find out more about it. After reading, he tries to go back to the job listing but can't, as it has disappeared.	He has to read a lot of information before actually filling-out his application. He finds that some of the questions are repetitive and it took him a lot of time to complete and send his application.	He reads a document provided to him before the interview. He finds the document contains a lot of information to go through.	He receives a Letter of Offer which also asked about his accommodation needs.
Feelings	He says it felt like he had to click a "million" links to go to the page where he wanted to be.				
Thoughts	"There is so much to read all at once. I am intimidated especially scrolling down all the way to read through a job posting."	"I can't search for jobs by skills-set such as research or doing briefing notes. In addition, I couldn't go back to the generated job listing when I finished reading the details of the job."	"I am confused and overwhelmed! I can't do this. There is a ton of work!"	"I am discouraged. I couldn't finish reading the document before the interview started."	"People were pretty good asking about accommodations"
Insights	Work and other requirements should be described concisely but clearly. Consider using collapsible headings to allow the readers to choose what they want to read about.	The job seeker should be able to search for jobs by entering a type of skills-set. There should be a visible key or link to go back to the job listing.	The "apply" button is easy to find. How to apply for a job should not be explained only through the use of text. There should be an option to watch a video explaining the rules and how to proceed. Use shorter text and less technical terms with access to support staff by phone or video.	Information that the person needs to know before the interview begins should be provided in advance either by sending a link or a document.	"Managers don't typically ask about accommodation needs. They wait for you to say something".



GCJT Journey Maps

Zelda Job seeker with Physical Disability – Applying for a job

Zelda is a 69-year-old indigenous Advisor at the National Defense. She has physical disability due to arthritis and pain. In 1995, she had a back operation which to this date is causing her bodily pain. She has worked with the government for 35 years.



	Awareness	Consider Applying	Apply for Job	Selection Process	Outcome
Goals					
Needs	Wants to find a job.	Needs to navigate the job listings.	Needs to go through the application process on GC Jobs.	Needs to go through the assessment tests.	Needs a full-time job that accomodates her needs.
Expectations	Expects the site to be a simple tool to use and that information can easily be found.	Expects to find the job listings easily.	Expects to be apprehensive about it as filling-out the application form is quite tedious. "If you want the job, you have to do it"	Expects the written test and interview to be relatively easy and pleasant.	No expectations to get the job.
Actions	Going through the site, she finds it overwhelming, which makes her frustrated. She can't find the jobs available in the government. She has to guess which pages to go through in order to find the information she is looking for.	She searches for the job listings page as she is curious about available jobs in the government. It took her a while to find the page. There were no distinguishable signs where to click in order to go to right page. She has to click through several pages and go through a lot of information before landing on the right page. She reads through the details about the job that she is interested in. She gets discouraged because she has to read what felt like a 34-page long description of the job.	She fills out the form, which she finds very tedious. As she goes through it, fatigue sets in and she starts feeling tired. She is getting bored as she completes the form.	Due to her bad back, she requests a special chair to sit on while taking the written exam. She doesn't get the chair that she had requested but nevertheless goes through the written test and interview. During the interview, she finds the questions being asked were not in the document provided in advance.	She receives an email about not getting the job.
Feelings					
Thoughts	"I got easily frustrated while using the site. I can navigate through it but I find it hard to work around to find information relating to job listings. I have to click several times which is hard for a person who has physical difficulties due to bodily pain."	"First I can not find the page. But when I find it, I have to read through a very long text about this job. This is too much. It is exhausting."	"I don't care anymore if I get the job or not. I find it too difficult and too long to fill out the form."	"I feel like the interview didn't go well. I am not expecting to get the job. I just felt like walking out while the interview was being conducted."	"I was not expecting to get the job. But I am angry."
Insights	Finding information in the site should only take a few clicks. Conducting an advance search should be simpler and less confusing. Plain language should be used to provide information to the users. The way that the information is written seems to be geared towards technical people and not ordinary users.	Job description and other information relating to the job should not be that lengthy. Focus on writing information about the soft and hard skills required and the duties that goes with the job. "Don't write a book".	There are lots of requirements and information to send in order to complete the application form. It feels like sending a large package. The questions should focus on what information is needed at that time. One can get frustrated especially after taking three days to complete the form and not hearing anything afterwards.	There is a need for the interviewers to be trained on how to make the interview session more consistent.	"The interview was entirely subjective. The way it was conducted made the qualified person screw up the interview. It would have been better if the interviewer made the candidate comfortable from the start"



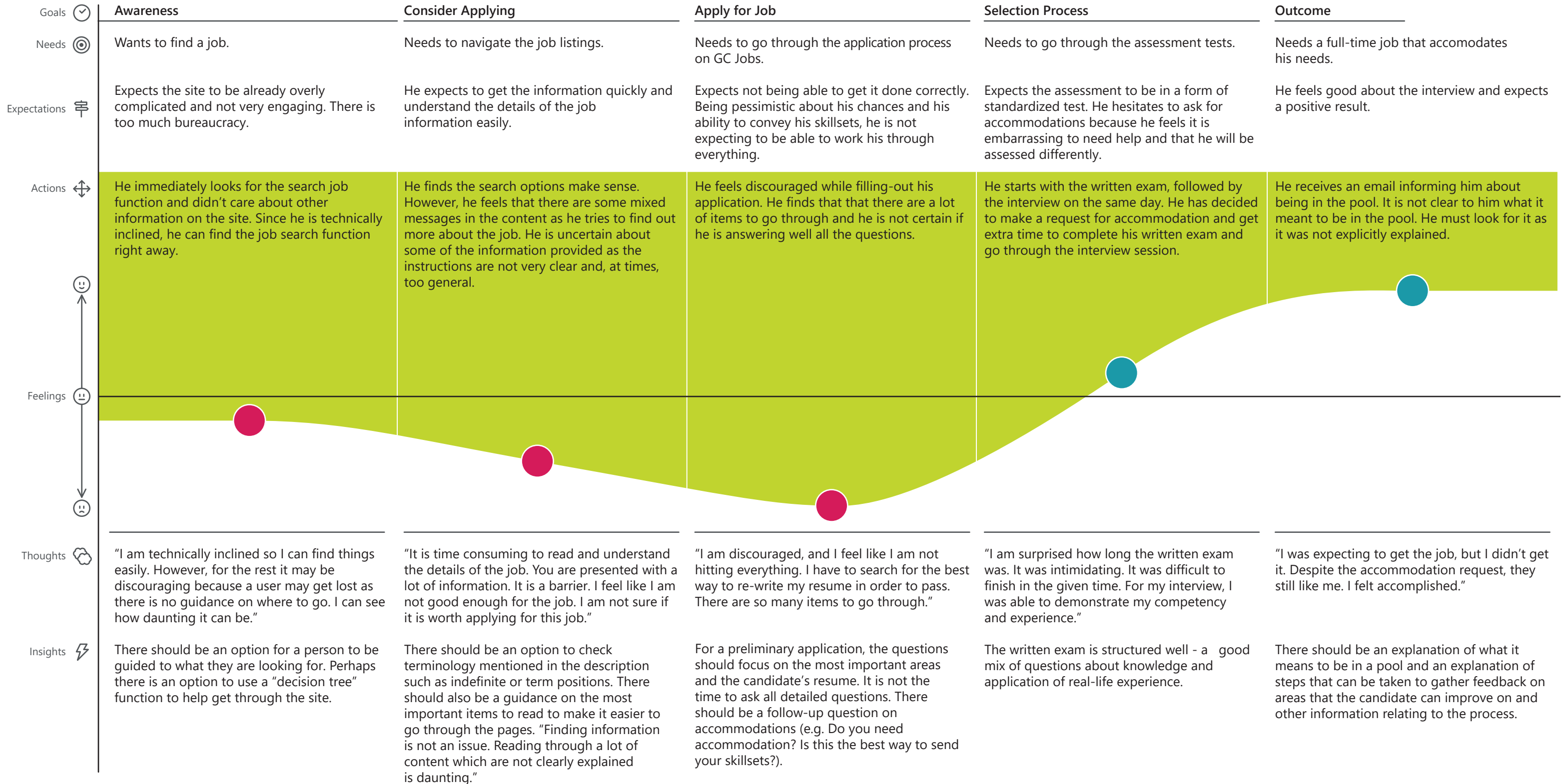
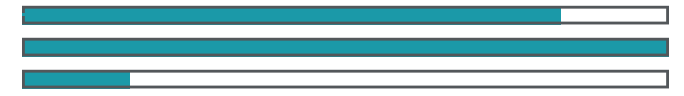
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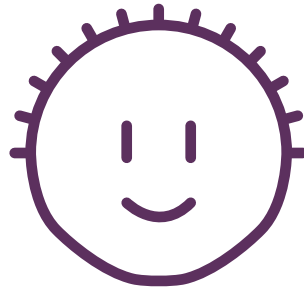
Benjamin Job seeker with Non-Visible and Non-Apparent Disability – Applying for a job

Benjamin is a 39-year-old Economist/Analyst. He is a visible minority who has depression and anxiety. In general, he has difficulty in believing in himself even though he has high qualifications and credentials. He finds it discouraging to resume what he has started when it takes too long to complete.

"I always knew that I would work for the government because I like to use my skills in providing information or data for policy making that can affect decision making".

Familiarity with PSRS
Technically inclined
Experience with Government

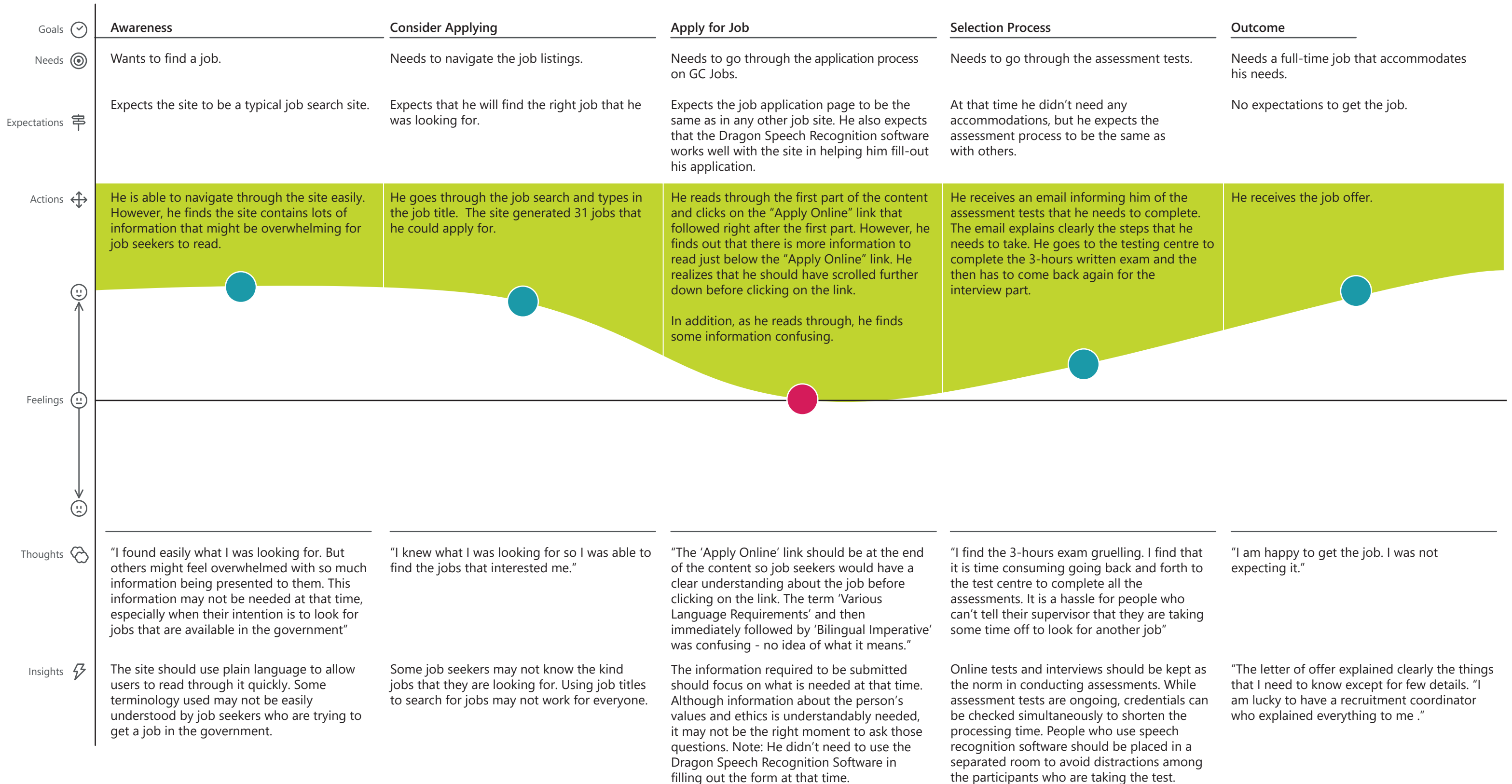




Mike Job seeker with Mobile Disability – Applying for a job

Mike is a 52 year old Aviation Investigator from B.C. He has been working for the government for 7 years. He had an accident that resulted in his inability to use his hands for a long period. He can only type for a few minutes and relies on speech recognition software (Dragon) to complete his tasks, especially in writing reports or documents.

"I applied for a job in the government for a better work/life balance. I used to work 70-hour weeks for months at a time. It was taking a big toll on my family, so I needed to make a change. The best decision I ever made!"





Donna Job seeker with Motor Disability – Applying for a job

Donna is a 52 year old Senior Policy Analyst. She has a motor disability that causes her pain on her wrist and hands after prolong use. She uses an ergonomic mouse and keyboard to allow her to work productively.

“I have always been interested in policy, particularly addressing health issues. That is why I wanted to join the government.”





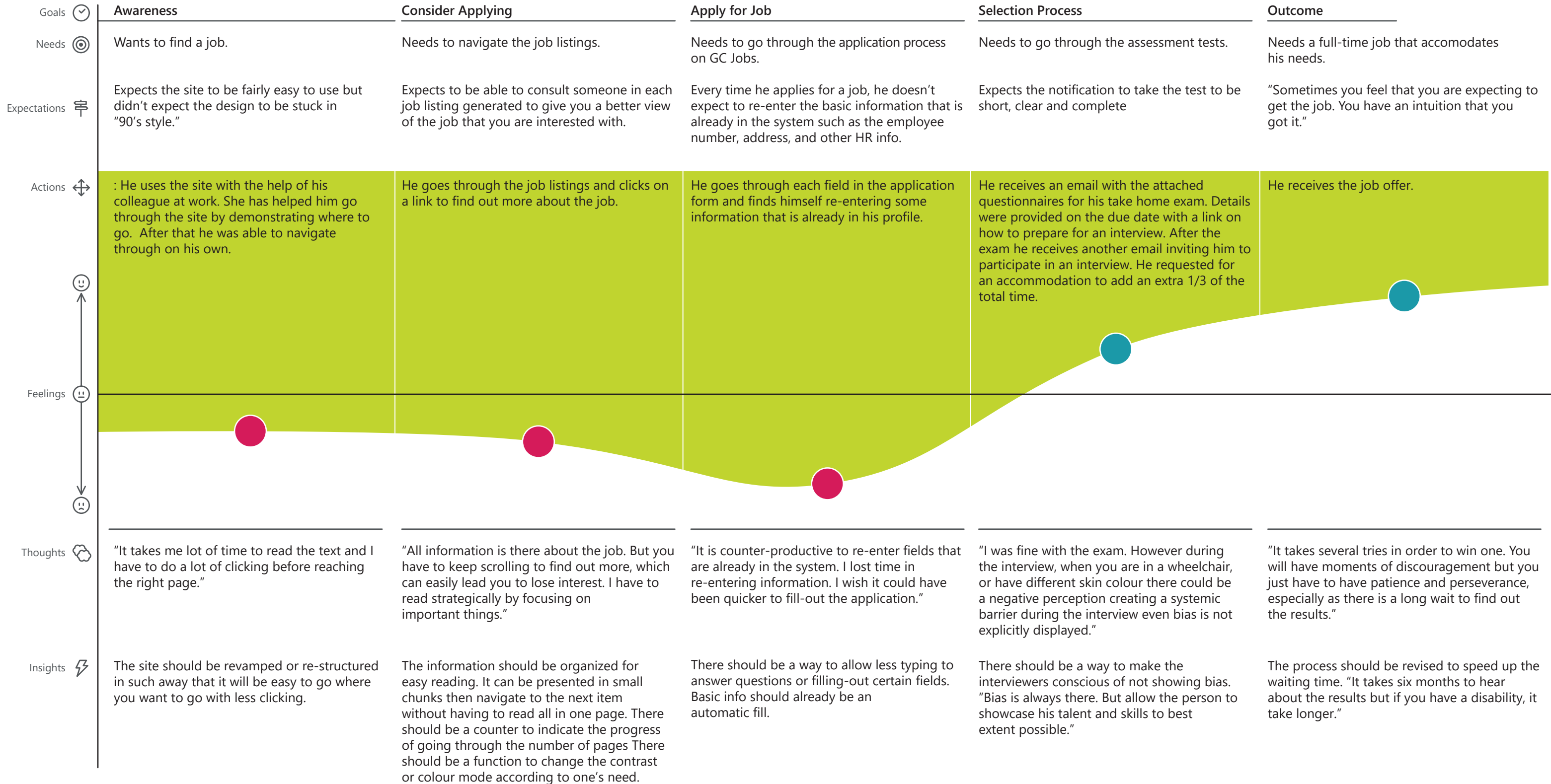
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Thom Job seeker with Cognitive and Neurological Disabilities – Applying for a job

Thom is a 44-year-old Senior Policy Analyst who has cerebral palsy which affects the locomotive section of his brain and restricts his mobility balance resulting in stiffness in the limbs. He works for Public Safety in the field of policy development relating to search and rescue.

"I'm always interested in defense and security policy and I thought I could serve well at the federal level."

Familiarity with PSRS
Technically inclined
Experience with Government





Denise Job Seeker with Non-Visible and Non-Apparent Disability – Applying for a job

Denise is a 52-year old biologist who is a specialist in water and fishery habitat regulations. She has ADHD and Complex PTSD which cause her difficulty in concentrating when it comes to reading. Due to her condition, she relies on experience and visual learning.

"I had no stability, pension or medical benefits. That is why I had wanted to join the government."

Familiarity with PSRS
Technically inclined
Experience with Government



	Awareness	Consider Applying	Apply for Job	Selection Process	Outcome
Goals					
Needs	Wants to find a job.	Needs to navigate the job listings.	Needs to go through the application process on GC Jobs.	Needs to go through the assessment tests.	Needs a full-time job that accommodates her needs.
Expectations	She has no expectations. She knows that is the way to go to get a job in the government – through the website.	Expects it to be a typical site like others.	"I like the way it tells you what sections you still need to fill out before sending your application. It indicates what else you need to complete."	Expects the accommodation officer to be more knowledgeable about the needs of the candidate.	No expectations to get the job.
Actions	She finds the site uses so many acronyms and terminology that sounded to her like a foreign language, i.e. Notice of Consideration, Notice of Acting Assignment etc.	She goes through the job listings and clicks on a link to find out more about the job. She is excited to see jobs that she can apply to. She keeps looking for the meaning of terminology used.	She reads through the pages but keeps forgetting to use the button provided to either go back to the previous page or move on to the next page. As a habit, she always uses the browser's back and forward buttons resulting in the loss of already filled-out information.	She flew in to go to the testing site to participate in the assessment process. Before going, she has asked for accommodation.	She receives a phone call about the job offer. She was given time to decide before accepting.
Feelings 					
Thoughts	"I feel overwhelmed doing search for that kind of terminology. Doing search for words is not intuitive. I felt frustrated."	"I have to spend time looking where to search for terminology used in the job description. It should be ready and accessible anytime."	"I like the Employment Equity page because you don't have to do anything unless your status has changed. I get confused when I cut and paste my resume into the online form and all the formatting disappeared."	"My anxiety was triggered when I found out that the accommodation that they can offer me is only a room. I don't do well in last-minute surprises. I had no choice."	"I am happy to get the job."
Insights	A video can be used as an alternative to explain things about working for the government. This is a very useful tool specially for general public, who rely on visual explanations. I understand text-based sites are very helpful for screen readers. But an alternative option should be available. An autofill function would be very helpful to narrow down search.	The definition of terms should be placed where it is most needed. Using common words such as Excel rather than spreadsheet would be more meaningful especially for the public.	There should be flexibility to offer formatting options. Removing formatting may work for some people but for others it may not. They have to spend hours trying to clean it up just to make it as close as possible to their original resume. One can give up easily.	Candidates should follow up on their accommodation needs before taking their exams. This is to ensure that their accommodation requirements are properly set-up. There should also be flexibility on the part of HR to offer options in case nothing is in accordance with the requested accommodations.	She is happy to get the job despite not being bilingual.



GCJT Journey Maps

Haley Job seeker with Learning Disability – Applying for a job

Haley is a 25-year old Policy Analyst who has been recently bridged from a student co-op position to being a full-time employee. She has a non-verbal learning disability that affects her ability in formalizing her ideas in writing and visualization.

“I wanted to join the government as I believed it was the best way to contribute to systemic change and blend my love of research and policy. I wanted to be at the forefront of helping, fixing, and protecting Canada, and I wanted to integrate GBA+ and produce socially informed knowledge.”



	Awareness	Consider Applying	Apply for Job	Selection Process	Outcome
Goals					
Needs	Wants to find a job.	Needs to navigate the job listings.	Needs to go through the application process on GC Jobs.	Needs to go through the assessment tests.	Needs a full-time job that accomodates her needs.
Expectations	Expects the site to provide information that can easily be understood.	No expectations.	Expects a typical government site but with a clear outline for which job portal to use – students, internal or external. Also expects a clear outline explaining the steps to take in applying for a job.	Expects it to be a typical assessment process to go through.	No expectations to get the job.
Actions	Going through the site, she finds herself overwhelmed with information and with no explanation of the terms used. She gets confused as she doesn't know the meaning of the words and she needs to search for it.	She tries using the filters to search for a job. The search job by location works but she got lost because she doesn't know what department she is qualified to work for. She must scroll further down the page to read more about qualifications. When she clicks on a link it doesn't open a new tab. In doing so she has to go back again and redo the same process.	She reads through the pages and fills out the form as needed. She has self-identified as a person with disability.	Receives an email requesting her to participate in the assessment process. Despite the limited timeframe, she takes the exam and completes it. In addition, she notices that her application didn't go anywhere when she indicates that she is a person with disability. However, when she removes it, her application garners more interest.	She still awaits to get a job offer.
Feelings					
Thoughts	"I don't know what EC-03 means. I don't know what makes you qualified for this position."	"I am frustrated. I shouldn't have to scroll to three pages before knowing if I qualify to apply or not."	"I find the questions fair, clear and not hard to understand. However, I have to cut and paste my resume into the form and reformat it. I feel like I am redoing everything."	"I am frustrated about this. It is not fair."	"It is a waiting game. I am not sure when will I hear from them."
Insights	In order to prevent individuals from getting lost in the site, there should be a legend that is accessible on the page to clearly explain the meaning of the term or word without going to other sites.	There should be a capability to search for a job based on your degree. That is helpful specially for new people entering the labour market. There should be a visible interface to trace where you are at on the site and help navigate back and forth without getting lost.	There must be away to organize the questions to make it easier to fill out and not make it overwhelming. There must be a way to avoid cutting and pasting the whole resume to avoid reformatting and redoing it on the application page.	The take-home exam should be re-structured to mimic more what is going to happen in your job. "I felt rushed – definitely not an exam for a person with disability." In addition it makes her wonder why she gets more hits when she unchecked the self declaration of being a person with disability.	There should be a way to cut the processing time.



GCJT Journey Maps

Calgary Cowboy Job seeker with Visual Disability – Applying for a job

Calgary Cowboy is a 51 year old lawyer based in Alberta. He currently works in the government as a lawyer/prosecutor. He has visual spatial disability which makes comprehending mathematics challenging. As a child he had trouble reading because of Dyslexia. He also has ADHD which make it hard for him to focus and unable to track things. He uses speech-recognition software to help him to write or fill-out a form.

“Aside from job security, it is an honour to work in the Public Service.”





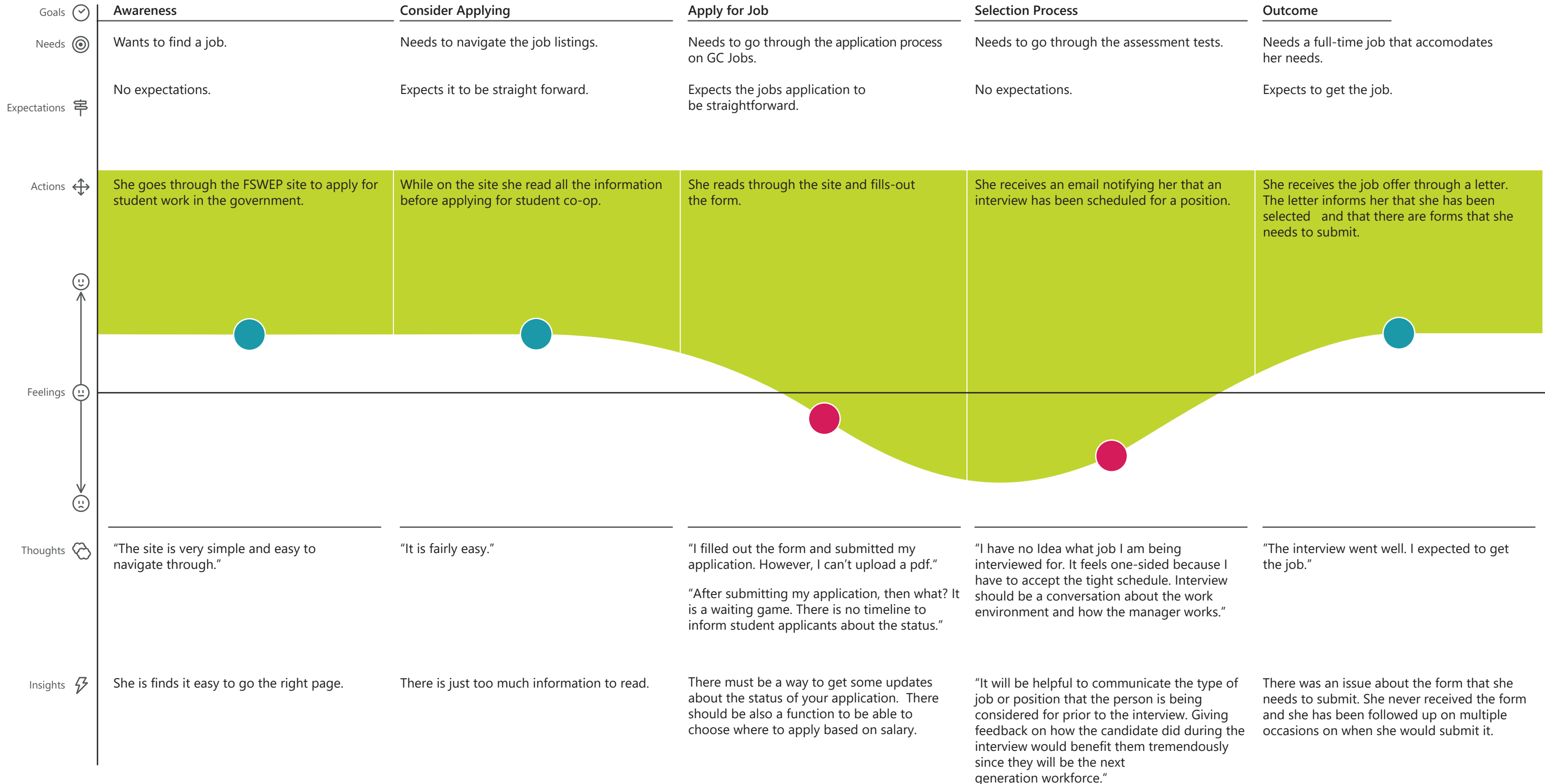
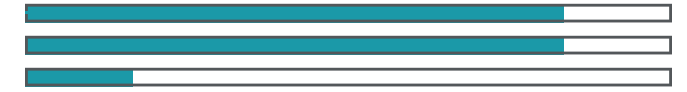
GCJT Journey Maps

Hannah Job Seeker with Non-Visible and Non-Apparent Disability – Applying for a job

Hannah is in her 20s. She is currently a student hire in Halifax, Nova Scotia. She is involved in engaging and providing support to the Indigenous community. She has ADHD that makes her overly aware of her surroundings. She has a need to keep busy while performing multiple work routines.

"I joined the government because there are a lot of development and career opportunities in many areas."

Familiarity with PSRS
Technically inclined
Experience with Government





GCJT Journey Maps

Kirk/Kaiya Job seeker with Non-Visible and Non-Apparent Disability – Applying for a job

Kirk/Kaiya is 43-year old gender-fluid Strategic Communications Advisor. As a Communications Advisor, they are involved with providing advice on equity, space inclusion, barriers facing LGBTQ+ and issues on diversity. They have Obsessive Compulsive Disorder (OCD) which makes them intense in certain situation. In addition, keeping focus is a constant challenge for them. They also have chronic depression which impacts their cognitive abilities which require them to repeat and to closely pay attention on items that they are working on.

"I joined the government to make a difference to all Canadians."

Familiarity with PSRS
Technically inclined
Experience with Government



Goals	Awareness	Consider Applying	Apply for Job	Selection Process	Outcome
Needs	Wants to find a job.	Needs to navigate the job listings.	Needs to go through the application process on GC Jobs.	Needs to go through the assessment tests.	Needs a full-time job that accommodates their needs
Expectations	Expects the site to be streamlined, straight-forward and very easy to use.	Expects the job search function to be straight forward and "pleasing to the eye" to use.	Expects the job application page to be welcoming to all job seekers who want to apply.	Expects the process to be simple and to be a positive experience.	No expectations to get the job but always tries to be positive regardless of the outcome.
Actions	Going through the site, they find the site overwhelming as so much information is presented. They find the site very text-heavy and could use some visuals to showcase the work, values and mission of different departments of the government.	They go to the job search page and noticed right away that 2/3 of the page is about the job listings. They wonder why the listing is generated right away without even clicking on the job search. In addition, they are not even qualified for most of job vacancies listed on the page.	They notice that the page focuses on rules -almost not human. It took them a long time to complete the application. They wonder whether they want them to apply. In addition, they think that the page is stuck in the 90s. Note: "Gender" does not refer to male or female only. It should refer to socially constructed roles, behaviours, expressions and identities of diverse people.	They go through the assessment process but didn't ask for accommodations. They feel that the process is too bureaucratic.	They are placed on a pool.
Feelings					
Thoughts	"I am stressed looking at so much information presented at the opening page. It is very busy. At times it is too bright and I can't change the colour mode."	"I feel like a second-class citizen specially when I am trying to get a job in the government. The page seems to be set-up for internal job seekers. It is the first that I see and I am not even qualified to apply."	"When I hit apply online, I suddenly get this notice about sending false information. It is sending a message that the employer doesn't trust me. In addition, I feel like I am repeating what is already in my resume in answering the questions. It is making me work hard."	"I feel like I am just a number and they are doing me a favour by being interviewed. The process is too 'template oriented' and it feels like I am talking to a machine."	"I am not quite clear on how long will stay in the pool. I am not sure what it means to be qualified but you didn't get the job."
Insights	All information should be organized in different categories. Each category can have a user-control collapsible function to provide users with options to skip or read. There should be a function to customize view, colour and brightness mode.	The page can be made simpler, less busy and clearer. The page is causing stress to use. The job poster can be shortened by focussing on the most important items (i.e. a summary of what is essential). This can help job seekers determine right away whether they qualify or not rather than finding out after reading halfway through the page.	The page needs modernizing in terms of structure and visuals. The notice about sending false information can be placed before the "apply" button. If a resume is requested, then it should be used to gauge the qualifications of the candidate.	There is a need to re-think how interviews are conducted. There should be a specific person to contact to discuss about accommodation needs rather than sending information in a generic inbox. It is private information that requires assurance of maintaining its confidentiality.	Terminology used should be clear especially to those who are trying to get a job in the government.

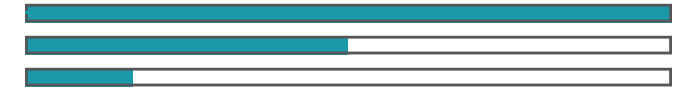


RK Job seeker with Non-Visual and Non-Apparent Disability – Applying for a job

RK is a 28-year old Senior Regulatory Officer who is involved in reviewing and assessing over the counter drugs. She has adult ADHD that affects her management of time, especially on long-term work. It also impacts her focus and memory skills.

"I want a job in the government that matches my background in pharmacy."

Familiarity with PSRS
Technically inclined
Experience with Government



	Awareness	Consider Applying	Apply for Job	Selection Process	Outcome
Goals					
Needs	Wants to find a job.	Needs to navigate the job listings.	Needs to go through the application process on GC Jobs.	Needs to go through the assessment tests.	Needs a full-time job that accomodates her needs.
Expectations	Expects the site to be dated in terms of design with no illustrations to assist in understanding information being presented.	Expects to easily navigate through the job listings.	Expects the job application page to be heavy on text.	Expects the written exam to be tedious. In addition, she expects the interviewer to provide the questions ahead of time.	Expected to get the job.
Actions	She goes through the site and creates an account to be automatically notified of jobs available based on the criteria she has indicated.	She uses the job search filters to generate job listings. She is not clear on the terminology used and couldn't find a site to help her understand the meaning. She selected departments that she is interested to work for and has specifically indicated her field of interest.	She reads through the pages and fills-out the fields as required. She finds the application cumbersome and tedious due to the multi step process. It triggers her executive dysfunction that impacts her focus, memory and motivation. At times, the questions being asked are irrelevant that also triggers her dysfunction. Note: Executive dysfunction is the term for most ADHD symptoms associated with motivation, focus, attention and other related dysfunctions.	She receives an email invite to take part in the assessment process. By accepting the invitation, her calendar is updated automatically. For the interview, questions were given before the session starts.	After she completed her exams, she is requested to provide references. She forgot to provide them as her ADHD restricted her memory. After several days, she receives a notification stating that she failed to qualify.
Feelings					
Thoughts	"It is not clear where to go when you are looking for the search page."	"The job filters should be streamlined while providing clear explanations on acronyms (i.e. EC, etc..). If I am interested in a job at DFO, it doesn't mean that I am interested to work in a boat."	"It is unfortunate to have to repeat the keywords in the questions in answering your application. Also, cutting and pasting your answers to the application form is tedious. Due to time limit, you will have to sign in again to continue."	"I didn't ask for accommodation during both exams. There is no room for ADHD persons. I found the written exams too long (75 questions to be exact). Questions are very repetitive. I felt like being treated as a child – very insulting."	"How I wish there was a follow up on the references that I need to submit."
Insights	The search button should be highlighted on the page to make it more prominent.	There should be a legend which is easily accessible to help the user find the definition of terminology used. The search function should be accurate in generating a job list in accordance with the filters used.	"Not everyone has superior linguistic abilities. They have different ways of expressing themselves and by doing so they lose their chance of getting screened-in. Remove the time limit to fill-out the form. Cutting and pasting answers into the form is too much work."	There should be a constant training and education provided to all public servants to promote openness among colleagues and remove stigmas.	There should be a notification to remind job seekers to submit their references and allow them to fill-out the information on the page that opens once the link is clicked.



Joe Job seeker with Visual Disability – Applying for a job

Joe is a 61-year old Deputy Director who applied for an internal job in the government. He has degraded vision which impacts his ability to read black text on a white background. He needs to increase font sizes and change the contrast of his screen to enable him to read efficiently.

“When I moved back to Ottawa, I applied for a position with the government because of the job opportunities.”



	Awareness	Consider Applying	Apply for Job	Selection Process	Outcome
Goals					
Needs	Wants to find a job.	Needs to navigate the job listings.	Needs to go through the application process on GC Jobs.	Needs to go through the assessment tests.	Needs a full-time job that accomodates his needs.
Expectations	Expects the site to be intuitive and easy to navigate.	Expects the format and the descriptions to be straightforward.	Expects the process of filling-out the application form to be straightforward.	Expects the written test and the interview to be standard.	No expectations.
Actions	He creates an account and fills-out the filters to generate job listings.	He clicks on a link to find out more about the job. He reads the requirements and other descriptions to get an idea about the job.	He fills-out the form and had no significant barriers that prevented him from filling it out. However, some of the navigation, select and radio buttons disappeared or were hard to locate which made it difficult to complete the application.	He requested a specific accommodation to assist him going though the interview and written exam. He finds the screen display of the exam is hard to read with dark text with shaded background. In addition, he finds the exam didn't focus on competency.	He receives an email containing the information he receives.
Feelings 					
Thoughts	“It is quite intuitive. No issues there. It is compatible with my screen set-up. I can easily adjust my contrast settings easily as needed.”	“My screen has been set-up the way I needed it to be. I have no issues going through the pages.”	“There are some issues in finding the navigation button to move to the next page. Radio buttons and other forms of navigation occasionally disappeared or were hard to locate.”	“I am disappointed the way my accommodation needs were handled. I was not understood after explaining in details. I felt frustrated writing the exam because I couldn't adjust the font and the background suitable to my needs.”	“It is a standard practice.”
Insights	The site works the way he expects it to work.	Keep it the way it is.	The design of the form should have been tested before publishing it live.	“It is a lesson learned. Next time, I will make a list of my accommodation requirements such as size of the font, no shading, plain text and accessible version of the exam. The exam should focus more on the competency of the classification rather than knowledge on a specific area.”	He didn't experience any barriers.



Robyn Job seeker with Auditory Disability – Applying for a job

Robyn is a 53-year old Wellness Coordinator who oversees mental, physical and financial wellness in her department. She has a hearing disability that makes it difficult for her to hear certain tones and pitches especially when words are not well articulated. To understand what is being said, she relies on lip reading and often times would have to ask the person talking to repeat themselves.

"I joined the government because there is job security and I love what I am doing."



	Awareness	Consider Applying	Apply for Job	Selection Process	Outcome
Goals					
Needs	Wants to find a job.	Needs to navigate the job listings.	Needs to go through the application process on GC Jobs.	Needs to go through the assessment tests.	Needs a full-time job that accomodates her needs.
Expectations	Expects the site to be the same as what it used to be. She has used it several times already and has gotten used to the way it looks.	No expectations.	Expects the job application page to be simple and easy to use.	Expects the assessment tests to be a typical process.	Expected to get screened in or at least made it to the pool.
Actions	She uses the site to search for jobs using keywords in plain language as search criteria. Often-times she finds the site generates job listings not in accordance with the keywords she is using.	She goes through the job listings and clicks on a link to find out more about the job. After reading, she feels like the job postings are geared for internal staff. For the most part, she feels like the hiring department has already someone in mind.	She finds that there is a lot of information to read before she can start filling-out the application form. She finds the questions are repetitive while being worded in different manner. It makes the application longer to complete.	She receives an email about her assessment schedule. She didn't request for accommodations. But, before the interview started, she informed everyone that she needs to see their faces so she can do lip reading in case she couldn't hear what they are saying.	She receives an email stating that the job competition she participated in has been cancelled.
Feelings					
Thoughts	"I find the site uses a lot of corporate language and acronyms. For someone new coming in, the words used may not be too familiar and they may not find what they are looking even if there is a job opportunity that awaits them."	"Why bother advertise if a candidate is already being considered. It will be unfair for job seekers who applied. At times notice of appointments are posted but not enough time is given to those who want to contest."	"I have to provide information that is already in my resume. I need to rewrite my answers to fit them in the limited space provided. As a result, I'm not able to provide more explanation. I got screened out often because I didn't give enough explanation."	"No issues there."	"This is so disappointing. After all this effort, it went nowhere. I wish there was an explanation why the job competition was cancelled."
Insights	The site should use plain language so that external users can understand the content that they find in the site. Search criteria and acronyms should be explained for the benefit of job seekers who are outside of the government.	"Competition should be made open to all so people qualified can apply for those jobs. Job advertisement should not be posted if the intent is to hire someone within the group. It causes hard feelings for job applicants."	It takes too much time and effort to fill-out the form. I am not sure why I am doing more work filling-out screening questions when my answers are already in my resume. This leads me to ask myself if I really want this job.	They should keep the practice of providing candidates explanations of why and where they didn't do well in the assessment process. They should be given an opportunity to know more through discussions so that they can benefit from it.	"There should be some consideration whenever a job competition is cancelled. At the very least, those who did well in the assessment should have been placed in a pool and share it with other departments for other opportunities."



GCJT Journey Maps

Emma Job seeker with Processing and Learning Disabilities – Applying for a job

Emma is a 44-year old HR Administrator who has been trying to get a job in different government departments. She has learning and processing disabilities which affect her abilities to comprehend complex situations and remember things in general. She has to re-read things and, at times, she has to ask some assistance from colleagues to help her understand what she is reading.

“ I joined the government because of the job security.”



	Awareness	Consider Applying	Apply for Job	Selection Process	Outcome
Goals					
Needs	Wants to find a job.	Needs to navigate the job listings.	Needs to go through the application process on GC Jobs.	Needs to go through the assessment tests.	Needs a full-time job that accomodates her needs.
Expectations	Expects not much as a government site tends to be busy.	No expectations. She is already overwhelmed reading through the main page.	Expects the job application page to be easy to fill out.	Expects the interview to be straight forward.	No expectations to get the job.
Actions	She finds the main page overwhelming as so much information is presented. She is not sure what to look for. The terminology being used is too vague for her.	She goes through the job listings and clicks on a link to find out more about the job. She finds it busy again and gets confused as she continues to scroll down to finish reading.	She reads through the pages and finds it overwhelming filling-out the questions. She gets confused and uncertain on how to answer the questions properly. She finds the background too bright and that causes her headaches. She is disappointed to find only a few jobs at the AS1 level.	She receives an email requesting her for a “meet and greet” interview. She didn’t request accommodation for fear of being branded. After the interview she was asked to provide references.	She receives the job offer after being told that the candidate that was offered the job first has declined.
Feelings 					
Thoughts	“I find it hard to understand the information being presented to me.”	“I am really lost as there are so many things to read. I have difficulty understanding most of the information.”	“I am really overwhelmed with so many questions to answer. I need to darken my screen every time to avoid a migraine. Also, I find it hard to cut and paste my answer as the formatting is lost and I need to spend extra time to fix it.”	“The interview went well. I am just concerned about my references. Not sure how it will turn out given that I have a disability.”	“Wow, they picked me.”
Insights	There should be a video provided to help better understand the information being presented. In addition, there should be a definition of terms readily available for the job seeker to use as a reference help better understand the meaning of the words used.	There should be a buddy system to help someone get through the information. In addition, a direct contact should be provided to assist in clarifying some information which is not easily understood by the job seekers.	“Going through the application is complicated. I usually get a job mostly through word of mouth at the same level. There are not enough jobs out there at AS1 level.”	“There is a need to educate managers on how to approach persons with disabilities during interview. It would have been easier for me to be informed about how many people will be on the panel to help me prepare for it.”	“Though I have verbally mentioned to my manager that I have a disability, it was used against me later. I was disappointed to find out that my manager would have never hired me if my disability had been known earlier.



GCJT Journey Maps

Claire Job seeker with Auditory Disability – Applying for a job

Claire is a 45-year old Criminal Investigator who has 50% hearing capacity. She relies on lip-reading and hearing aids to be able to engage in a conversation. It is a challenge for her to understand completely the information discussed in meetings when everyone is speaking at the same time.

"I joined the government because of good pension and benefits. I like to apply my criminology background to immigration-related jobs."



	Awareness	Consider Applying	Apply for Job	Selection Process	Outcome
Goals					
Needs	Wants to find a job.	Needs to navigate the job listings.	Needs to go through the application process on GC Jobs.	Needs to go through the assessment tests.	Needs a full-time job that accomodates her needs.
Expectations	She has no expectations about the site.	She has no expectations.	Expects the job application page to be the same as any other job sites where questions are answered and resume is supplied.	She has no expectations.	No expectations to get the job.
Actions	She finds it easy going through the site. There were no barriers that she experienced while exploring the site.	She goes through the job listings and clicks on a link to find out more about the job. She finds it fairly easy to use.	She finds the questions repetitive and redundant which makes it longer for her complete her applications.	She goes through the assessment process. She didn't ask for accommodations as it was not offered. She didn't feel comfortable requesting it and she thought that it would just add more stress.	After a long period of waiting, she receives a notification of not getting the job.
Feelings					
Thoughts	"I didn't have any issues. It was easy to use."	"I didn't encounter any issues using the job search functions."	"There is too much writing in completing the application. If you don't use certain keywords, then you might get screened out. I always have prove whether I meet the minimum qualifications even after 15 years of working (e.g. high school, diploma, university degree)."	"I did the best I could. My performance was affected by not asking for accommodations. My hearing disability restricted me from understanding the questions, which resulted in not being successful in the process."	"There shouldn't be a long wait to find out if you are getting the job or not. Indicating your Employment Equity Group is meaningless."
Insights	No insight.	No insight.	All information that remains the same (such as diploma, education, university degree, etc.) in the profile should already be accessible to hiring staff without the need to resubmit or re-uploaded.	"The climate is changing. There should be ongoing efforts to make people comfortable to ask for accommodations. Hiring staff should be able to provide list options for job seekers to choose from in terms of their accommodation needs.	There should be feedback on how the recruitment process went for each stage. This can help improve the way hiring is being done. Make the site attractive to entice persons with disabilities to apply. A statement can be added to make it more evident for persons with disabilities that they are welcome to apply.

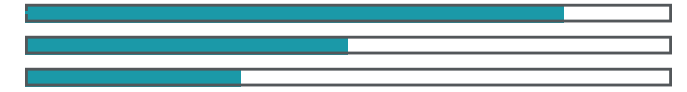


Liz Job seeker with Auditory, Vision and Non- Apparent Disabilities – Applying for a job

Liz immigrated to Canada in 1998. She is a 44 year-old Senior Program Officer who has no hearing in her right ear. She also has a degenerative left eye which causes blurriness that makes it difficult for her to read. She had a brain tumor that affected her ability to focus and remember things.

“I wanted to join the Armed forces but it didn’t worked out and the next best thing is being with the government to serve the country.”

Familiarity with PSRS
Technically inclined
Experience with Government



	Awareness	Consider Applying	Apply for Job	Selection Process	Outcome
Goals					
Needs	Wants to find a job.	Needs to navigate the job listings.	Needs to go through the application process on GC Jobs.	Needs to go through the assessment tests.	Needs a full-time job that accomodates her needs.
Expectations	Expects the site to be easy to navigate through as in non-government job sites.	Expects that job listings to be easy to read.	Expects the job application page to be easy to complete.	She already knows the assessment process and she has no expectations at all.	She is hoping to make it into the pool.
Actions	Going through the site, she finds that she has to do many clicks before arriving on the page that she wants to read about.	She goes through the job listings and clicks on a link to find out more about the job. There are so many things to read and the terminology used is not so clear.	She applies for a job at FB06 level. Comparing it to the previous FB06 level position that she had applied for in the past, this position requires managerial experience at the same level, which she finds surprising.	She goes through the assessment process and is given extra time to complete it. However, the way an accommodation request is handled varies in each department, which is making her frustrated. In addition, she is surprised that the exam has nothing to do with the job she applied for.	She notices that it takes a long time to get the results of the assessment.
Feelings					
Thoughts	“I get lost with so much information presented at once. With my short-term memory and my inability to concentrate for a long period of time, I can only understand half of the information that I am reading.”	“It takes time to really understand the content. I really have to maintain focus, which is mentally exhausting. I have to search for meaning of the stated classification levels which requires an extra effort to do.”	“Answering the questions is quite tedious. In addition, I am not sure why there are inconsistencies in the same classification levels in terms of experience required and responsibilities. They should be the same technically-speaking.”	“In one department, all I have to do is make a request for accommodation and no question asked. Others, I was asked to provide a doctor’s note which made feel like I’m not trusted at all.	“It took awhile to be informed about not getting the job. I failed the test because I didn’t use enough terminology that they are using.”
Insights	There are job openings that are only intended for people who are within that department. These job openings should not be made visible to the public because it is just causing confusion. The majority of people don’t like to read a lot and so the contents should be shortened and written in a way to get their attention.	The content should be shortened. There should be a page available to explain the terminology used and it should be easy to access when needed without leaving the page.	“Questions should be shortened. I find it too repetitive especially if they are already in my resume. I feel like if you have disabilities, don’t bother applying anymore. It is a lot of work. Persons with disabilities don’t go anywhere even when my current work speaks volumes about my capability to do a job.”	The process in handling accommodation requests should be standardized. Different procedures are creating unnecessary stress for individuals especially when it comes to obtaining proof of their status in every assessment process. The exam should be about the job she applied for. There should be a link provided to have some information about the nature of the exam.	“Government seems to be more open to LGBTQ+ than persons with disabilities. That is why a lot of people don’t want to self-identity that they are persons with disabilities. There seems to be a stigma. In addition, not everyone uses the same terminology to express themselves. It should not be a gauge for deciding whether to fail or pass a candidate.”



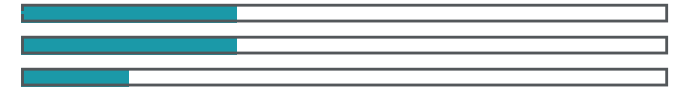
GCJT Journey Maps

Véronique Job seeker with Non-Apparent and Learning Disabilities – Applying for a job

Veronique is an Environment - Technical Leader. She is in her 40s who has severe anxiety and learning disabilities.

"I joined the government because of job security, work opportunity in my field, ability to work in other provinces and salary."

Familiarity with PSRS
Technically inclined
Experience with Government



Goals ✓ **Awareness**

Needs 🎯 Wants to find a job.

Expectations 📋 Expects that there would be lots of work opportunities that she would qualify for and the process would be easy enough for her to succeed.

Actions ↔ "It is hard when you start to find what you are looking for (i.e. you do not know the abbreviation of the position like PM, PC, EC, etc.). Searching by salary sometimes doesn't include all the positions within that range. There are so many postings and it is overwhelming. There is no one to contact to assist you in finding jobs."

Feelings 😊 ↑ / 😞 ↓

Thoughts 🧠 "The criteria (essentials and assets) were not always clear, so for many postings, it was hard to find what you were looking for unless you knew how to search, and not all options to refine your search are effective. Translation is not always accurate.
Positive: It is clear which area of selection applies, the salary and the length of the job are made available on the posting. Also, now it is clear that you can request accommodation for the screening portion."

Insights ⚡ The essentials and assets criteria should be written in away that it can be understood by everyone. It should not be too technical.
To search by salary, it should be refined to cover postings that are for multiple positions (e.g. EC-06 and EC-07).
There should be someone within the team to review the translation for accuracy. Translators are not specialist in all fields, so a second review would be appropriate. It can't be assumed that it is accurate. There should be an online training option on how to search and apply for the job postings in the Government of Canada that is more visual (e.g. a video that uses various examples).



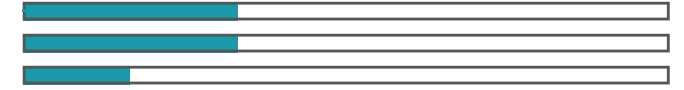
GCJT Journey Maps

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Familiarity with PSRS
Technically inclined
Experience with Government



Goals ✓ **Consider Applying**

Needs 🎯 Needs to navigate the job listings.

Expectations 📏 Expects the site to be easy to find jobs that she is qualified for.

Actions ⬆️ "I was overwhelmed as the filters to refine my job search were not working as I thought they would. I didn't know which type of position I qualified for or which ministry I could work for. I was also frustrated as I thought something as easy as looking for a job wasn't easy on this website."

Feelings 😊 ↑ / 😞 ↓

Thoughts ☁️ "The criteria (essentials and assets) were not always clear, so for many postings, it is hard to find what you are looking for unless you know how to search, not all options to refine your search are effective. Translation is not always accurate.
Positive: It is clear which area of selection applies, the salary and the length of the job are made available on the posting. Also, now it is clear that you can request accommodation for the screening portion."

Insights ⚡️ "The essentials and assets criteria should be written in a way that it can be understood by everyone. It should not be too technical.
To search by salary, it should be refined to cover postings that are for multiple positions (e.g. EC-06 and EC-07).
There should be someone within the team to review the translation for accuracy. Translators are not specialist in all fields, so a second review would be appropriate. It can't be assumed that it is accurate. There should be an online training option on how to search and apply for the job postings in the Government of Canada that is more visual. It would be beneficial (e.g. a video that uses various example).
"Make the word 'equivalent' the same as "at level" so staff that are in an equivalent position can be added if they are creating a pool. It might also give staff more confidence to apply if they know they are in an equivalent position. "



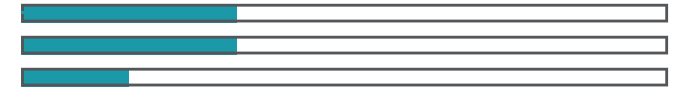
GCJT Journey Maps

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Familiarity with PSRS
Technically inclined
Experience with Government



Goals

Apply for Job

Needs

Needs to go through the application process on GC jobs.

Expectations

Expects the applying for a job to be easy – the same as in other places where she had applied for a position (i.e. submit a cover letter and resume).

Actions

"The forms are getting longer and longer and more complicated to fill than they used to be. I was already overwhelmed the first time I did it, didn't know what to do, how to complete, etc. Now after so many years of applying to so many processes, I still panic and get overwhelmed when applying as I know you have to be careful of the words to choose, the number of questions I will need to answer, word limits (great ability to summarize), the use of SMART approach (which I still have difficulty applying and even if not always mentioned in the application, it is still expected)".

Feelings

Thoughts

"Managers' expectations (i.e. too many detailed and sometime unclear questions to answer), and having to use the SMART approach, even when it is not mentioned, are making application longer to complete."

Insights

"Have fewer questions, offer some training on applying the SMART approach for job applications in the Government of Canada, offer better accommodation measures in the screening process (e.g. ability to answer orally, not to pay attention only to written abilities), do more research about what is being done elsewhere for hiring people, be more up to date in the hiring process."



GCJT Journey Maps

Véronique Job seeker with Non-Apparent and Learning Disabilities – Applying for a job

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"I joined the government because of job security, work opportunity in my field, ability to work in other provinces and salary."

Familiarity with PSRS
Technically inclined
Experience with Government



Goals

Selection Process

Needs

Needs to go through the assessment tests.

Expectations

"I would have thought that all my accommodations measures would be considered so I was saddened when I find out that because "excellent communication skills" (which is in all applications I applied to) is a requirement, that they cannot accommodate me for spelling, syntax, the way I write my sentences or the order of those sentences. The same goes for oral communication. I was also disappointed as in real life, there is often someone reviewing your work to assist you. I did have to repeat over and over (until about 2 years ago) the need to accommodate me at every step (I still must do it for some applications but less frequently). I was also told more than once not to request accommodations as it would impact the outcome (i.e. no one would want to hire me because of my limitation). Now it is getting better and managers are more informed, although there are still some that don't believe that people with certain disabilities can do certain type of jobs."

Actions

"I was very stressed. I was not always able to understand the directions provided in the email or the exam questions. I was informed that in term of fairness they couldn't clarify those for me. I was fine having the information communicated to me by email, but wished sometimes I could get clarifications when I didn't understand something. I was only partially accommodated for my disability (i.e. giving me more time – which was the only accommodation provided, even still today)."

Feelings

Thoughts

"Assessment tests are a great way to determine someone's knowledge. Although, from my experience those finishing school have a better chance of succeeding than those that have been doing the job for years. Also, sometimes the amount of time given is too short, so a lot of very good candidates are disqualified. Furthermore, if you don't give the candidate all their required accommodation measures, they might be at a disadvantage. As well, there is the option to appoint someone into a position, which would avoid having to go through the process and a lot of the time, it is still used to hire friends, previous colleagues, but not those that have demonstrated for months and sometime years that they can actually do the job."

Also, too many times, people that are not bilingual are offered indeterminate positions in a bilingual post and even after 2 years of failing their second language test, there are no consequences, they get to keep their position. But on the other hand, someone with a disability is not offered any exception."

Insights

"Some managers are already giving more time to do the exam, prepare for interviews, but I would recommend using it for all processes, i.e. 2-3 days to do the exam. Re-evaluate the measures that can be provided to staff and consider whether, if they were in a real-life situation, would the outcome be the same. During the interview, hiring managers could ask more questions if the candidate didn't speak enough, if things weren't clear enough, which is being done more and more in real life situations. Again, look at what is being done elsewhere in term of hiring processes, be more moderns, rely more on references which will give you a better idea of how the employee is, work..."

Before I can make a pool, I frequently apply and participate in over 10 application processes and every time my self-esteem is destroyed. There must be a way to encourage those that can do the job to apply, as many time people are afraid of the hiring process. Make sure that the process is fair for everyone, don't have criteria that would limit someone with a disability to apply or succeed if they are not really necessary (i.e. it won't have a real impact once the person is accommodated at work), revise your accommodation measures that you are able to approve (i.e. in reports provided, sometime more than one accommodation measure can be provided, but they decide what should be best for you, which is not fair).

If you are going to apply the essential criteria, make sure you apply them for everyone, no exception (e.g. no unilingual employees in bilingual positions)."



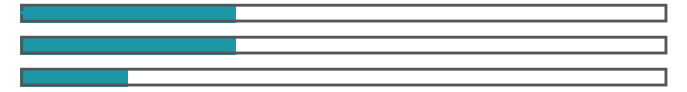
GCJT Journey Maps

Véronique Job seeker with Non-Apparent and Learning Disabilities – Applying for a job

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Familiarity with PSRS
Technically inclined
Experience with Government



Goals ✓ **Outcome**

Needs 🎯 Needs a fulltime job that accommodates her needs.

Expectations 📋 There were times when she expected to be offered the position, but frequently due to lack of communication skills and interpersonal skills, she didn't get the position.

Actions ⚡

"Every time I failed a process, I was devastated, I stopped believing in myself, I stressed out, I panicked... but every time I would get back up as I am a very determined person who wants to believe that someone with disability can get far in the government.

There are great HR staff that help me by giving me advice to improve for the next time. Some took the time (even when they were not obligated to do so) to guide me for the next process. Most of the time they gave me a lot of details and tricks. Some just don't want to help or never get back to you, but good thing there are only very few of those.

Also, I realized that many of us fail in those processes and the great majority of the time we are those that have been doing the job for a long time and we are being told that we are good at it. I found over time that those that make it are those that are overconfident, love to talk about what they did when others did the job for them and are not necessarily the best person for the position. Too many times I have seen better candidates failing those processes.

But I know if the way we assess can improve, those people might be able to go up the ladder. "

Feelings 😊

😊

😞

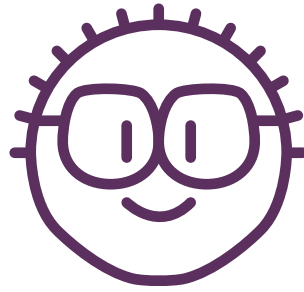
Thoughts 🧠

"Results are submitted by emails, which is understandable considering how many people can apply to those processes. The only outcome I find sad is the frequency with which departments must do follow these processes and the costs associated with doing them and yet so few people are qualified in my field.

In my case, one of the biggest problems is my inability to express myself properly and the fact that great oral communication is an essential criterion. There are no accommodation measures available for this but in real life people just ask for you to elaborate or clarify. "

Insights ⚡

"In my case, after discussing the results with them, I had a better idea of why I failed and what I needed to improve on, what I should read to improve, etc. So, I believe that should be done for every candidate that made it to the interview phase or all internal candidates for all phases. When too many people fail the processes, they should consider re-evaluating their scoring and give the opportunity for more people to pass those processes."



GCJT Journey Maps

Alex Job seeker with Mobility Disability – Applying for a job

Alex is a 55 year-old Outreach Officer, responsible for designing programs and delivering responsibilities as part of the Accessibility Act program. He currently has balance issues that require him to use a cane for walking. He needs assistance as well to lead him to the exit door during fire drills.

"I mostly worked in the government after finishing law. I find there is opportunity for growth and development in a career in the government."



	Awareness	Consider Applying	Apply for Job	Selection Process	Outcome
Goals					
Needs	Wants to find a job.	Needs to navigate the job listings.	Needs to go through the application process on GC Jobs.	Needs to go through the assessment tests.	Needs a full-time job that accomodates his needs.
Expectations	He has no expectations regarding the job portal site.	He has no expectations on how he will navigate through the site for a job posting.	Expects the job application page to be fairly easy to fill-out.	Expects it to be a typical interview.	Expects that he might not be successful but had not given up at that point.
Actions	Going through the site, he finds it easy enough to navigate.	He clicks on a link and a page opens showing all the information about the job posting.	He goes through the application and fills-out the questions by cutting and pasting his answers. He finds it easy to complete the application.	He goes through the assessment process and does not request accommodations as he feels that he didn't need any.	He receives an email informing him that he didn't get the position.
Feelings 					
Thoughts	"I didn't retain a strong impression that the site was hard to use."	"The requirements of the job were clearly explained. The instructions were not extensive but clear."	"There is a little bit of repetition in the questions. When I pasted my answers, I lost all the formatting and so I was so worried that my answers might be unreadable."	"The interview was straightforward. There were no barriers and everything was balanced."	"I knew I didn't have the experience at that time but I felt that I was not undervalued as a candidate."
Insights	No insight.	No insight.	There should be a test environment to fill-out information. This will allow the users to practice filling-out the form without worrying about messing it up.	"Keep it as is."	"Keep it the way it is."



Cat Job seeker with Learning and Processing, Non-Apparent, Mobility and Audio Disabilities – Applying for a job

Cat is a 53 year-old graduate student who has expertise and experience in accessibility, disability issues and inclusion. She is a co-chair of a group that supports and initiates programs relating to accessibility, indigenous recruitment, diversity, and equity. She has ADHD and learning disabilities. It is a challenge for her to gauge how long it will take to complete certain projects. She also has Meniere's disease, which causes vertigo, nausea and hearing loss. She also has mobility issues that require her to use a cane to walk. She gets accommodations at work, with support from her management team and co-workers.

"I am public about my status as a disabled person and, my accommodations needs. After attending a symposium, I realized that you can do a lot of things related to your passions and interests in the government. It doesn't matter what course you take."



Goals	Awareness	Consider Applying	Apply for Job	Selection Process	Outcome
Needs	Wants to find a job.	Needs to navigate the job listings.	Needs to go through the application process on GC Jobs.	Needs to go through the assessment tests.	Needs a part-time job that accommodates her needs as a student.
Expectations	Expects the site to be simple and encouraging to use.	For FSWEF, there are no job listings to go through.	Expects the filling-out the information in FSWEF to be easy.	Expects that she will be briefed in advance to give her an idea how the interview will work.	No expectations after the interview.
Actions	She goes through the FSWEF site to include her name in the inventory for students who have disabilities.	Not applicable.	She goes through the site and fills-out the information as required. Her familiarity with other government websites through applying for graduate scholarships made it easier for her to understand the website. However, she wasn't sure if she uploaded the type of CV that the government is looking for.	She receives an email informing her that she is being scheduled for an interview for a possible student job. She didn't ask for accommodations because she assumed she wouldn't get them.	After few weeks, she receives an email informing her that she is being offered the job. As requested, she provided a clearance from RCMP before signing the contract.
Feelings					
Thoughts	"I find the FSWEF site, simple and easy to use. There is definitely high usability."	No thought.	"It didn't take long for me to fill-out the form. It was easy to understand. However the 'FSWEF' language used is a bit of a challenge to comprehend."	"I was happy to receive this news but it was not clearly explained what kind of job that I am being interviewed for."	"I can see that there is now a push for diversity and equity after passing the Canada Accessibility Act."
Insights	The FAQs on the site are well organized and simple to follow.	No insight.	"The language used on the site should be simple enough for students to understand. I find it a bit impersonal because there is no alternative format to cater to the different needs of students who have different types of disabilities. I feel like I am sending my application into a void as there is no one to contact for questions or an indication of how long it will take to be contacted."	"It would be helpful to have a pre-interview support provided by at least stating that interviewers can meet with the student candidate beforehand to explain the interview process and offer them some help/accommodations if needed."	"Most students don't know that the government is a good place to work, especially for persons with disabilities. There should be outreach activities to inform students. There are multiple ways of reaching out to them."

Created by
Ryan Reid, Gerald Betita and Celine Eido

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Description
Collection of journey maps exploring the current as-is
scenarios involving persons with disabilities.

