

## Promotion

### Tips for Promoting Candidates

- Initiate and maintain open lines of communication with all staff.
- Offer feedback, recommendations and coaching in areas requiring improvement.
- Introduce employees to formal and informal career networks.
- Ensure that designated group members have access to career development and promotion opportunities through career counselling, referral services, coaching and mentoring programs offered through the department and the PSC.
- Nominate designated group members for fast-track career development programs, such as the Management Trainee Program, Career Assignment Program or Interchange Canada.

### Examples of Accommodative Measures

Accommodative measures specific to employees with ethnic, cultural and other differences include altering leave provisions to allow employees to take part in religious and cultural holidays, and ensuring that systems of hiring, evaluation and promotion take into account cultural or behavioural norms.

The cultural origins of some people may affect the way they behave in interviews (e.g. manners of greeting, body language, eye contact or order of speaking). If managers are hiring employees and are not aware of these cultural differences, they may make stereotypical assumptions about an individual that, in fact, have no relevance to the person's ability to do the job.

There are many ways in which managers can accommodate an employee's physical limitations. One of the general duties of an office employee may be to answer the telephone. A deaf/hearing impaired person, however, would not be able to fulfil this task. Altering the deaf/hearing impaired employee's responsibilities so that he or she is responsible for responding to written inquiries, instead of answering the telephone, would be a form of job accommodation.

Many inexpensive aids are available that can make the workplace more accessible for employees with disabilities. Some include an amplifier designed to work with hearing aids, a desktop "Lazy Suzan"-style file folder for persons with limited use of their hands, and an anti-glare screen for visually impaired persons.