

## How Job Carving Can Support Your Business Needs

# Vancity

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**Photo:** Patrick Gallagher and Maridel Deguzman, learning team employees, People Solutions, Vancity

Vancity has been leading the way as an inclusive employer and is currently engaged in four projects specifically focused on hiring people with disabilities. Their biggest diversity initiative to date has been the Workplace Inclusion Project (WIN), launched in 2016.

The nine month WIN project ran at 22 Vancity branches in Metro Vancouver and Victoria and involved job carving, a process by which an employer “carves out” existing responsibilities from other positions to create a new one. This project involved a job carve that created a part-time administrative position, intended for a person with disabilities.

Committed to creating a meaningful, inclusive hiring process, Vancity shifted from requesting written applications and instead had local branches reach out to their community partners for a list of recommended candidates, based on the skills the job required. These partners also worked with Vancity to develop less conventional job interviews, including an informal meet and greet between the candidate, community partner and branch manager, and a one-hour working interview so the candidate could be assessed for their skills on the job. With these modifications, Vancity was better able to assess the candidate’s strengths, and the candidate was better able to demonstrate their skills – both opportunities that may have been lost with the traditional behavioural-style interview.



Kristin Bower, Diversity & Inclusion Consultant at Vancity, emphasized that candidates had to work hard to earn the positions. “None of these individuals wants charity. They want to obtain a real job on their own merit. Having a real competition shows respect for these individuals and it’s also best for our company. These are real jobs and we have business needs to be met.”

The results of WIN speak for themselves. 21 of the 22 individuals have been hired on as permanent, part-time employees (the 22nd left to return to school). Each position is also now permanent, and will be filled by another individual with a disability, if vacant. Since WIN employees work a maximum of 12 hours a week and don’t qualify for benefits offered to standard part-time or full-time employees, Vancity has also created a modified benefits package so they have access to healthcare and other supports.



“ People with disabilities bring different perspectives, are innovative, and are often energetic about trying something new, so they improve the culture, morale and energy of our organizations in ways that are beyond the bottom line.”

– *Tamara Vrooman, President and CEO, Vancity.*