



# CAFE

CENTRE  
FOR ACCESS  
TO FOOTBALL  
IN EUROPE

## Total Football - Total Access to *Work* Toolkit



CAPTAINS  
OF CHANGE



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## A. Introduction

### 1. Social model of disability - Overcoming barriers

The social model of disability states that the barriers that exist within society create disability. The social model identifies solutions to the barriers that disabled people often experience and it encourages the removal of these barriers within society, or the reduction of their effects, rather than trying to fix an individual's impairment or health condition.

In contrast the medical model provides the notion that disability is caused by an individual's health condition or impairment. The medical model says that by fixing their impairments, disabled people would be able to participate in society like everyone else. This is an outdated model that is no longer supported by disabled people or their organisations.

When considering the provision of an accessible and inclusive environment, it is crucial to consider the social model of disability. The social model of disability explains that it is social and physical 'barriers' that cause 'disability' not impairments. It is important to see the person and not the disability and to remove attitudinal barriers and negative stereotypes.

The social model is the preferred model for disabled people. It empowers disabled people and encourages society to be more inclusive. Leading disability and equality NGOs, including the Centre for Access to Football in Europe (CAFE), have adopted the social model of disability.

### 2. About UEFA Captains of Change Programme

UEFA's first Captains of Change Programme began in January 2015 with the aim of fostering and promoting diversity and inclusion within the management of football in Europe. It was set up in accordance with the belief that diversity is well-developed on the pitch, but less so within football organisations. It provoked interest in many national associations from across Europe and provided support to a number of deserving diversity projects.

### 3. About CAFE

The Centre for Access to Football in Europe (CAFE), a UEFA CSR associate partner, is a European wide NGO established in 2009 to achieve equal access to football – Total Football - Total Access.

Since it was established, CAFE has been working with national associations, clubs and key stakeholders to ensure a more accessible and inclusive match and non-match day for disabled fans, guests, volunteers and employees across Europe by improving access and awareness to football stadia and their facilities and services.

### 4. Pilot Project overview and case-study

CAFE was privileged to take part in the first UEFA Captains of Change programme alongside FARE and several national football associations.



The “Total Football - Total Access to *Work*” project is CAFE’s next step in developing accessibility and inclusion within football and the opportunities that these can provide. It is a step towards creating a more diverse workforce by offering employment to disabled people in football in Eastern Europe.

The ultimate aim of the project is to influence the culture of all football organisations, change perceptions and remove the stereotypical images of disabled people and to integrate them into the general workforce.

In order to assist national organisations to achieve this, CAFE created this toolkit and conducted a case-study that demonstrates how a national football association can employ, or hire on a voluntary basis, a disabled person in their organisation. The toolkit can assist other organisations in adopting and replicating the model.

## Case Study

To implement the project, CAFE partnered with the Football Federation of Ukraine (the “FFU”) who employed a disabled intern for a six month paid internship in the FFU’s information and analytics department.

Ukrainian employment laws echo those of the EU and prohibit discrimination in employment on the grounds of disability. Prior to making the appointment, the FFU carried out a general assessment of their headquarters and checked their accessibility taking appropriate steps to improve it where necessary.

Having identified the need for a role within the organisation, the FFU gave an opportunity to disabled people to apply for it to further diversity within the organisation. The FFU also nominated a senior member of staff to be responsible for the intern for the period of his internship at the FFU.



## **B. How to employ a disabled person in your organisation - steps you can follow**

### **1. Removing stereotypes**

When looking for a candidate to perform a role, one needs to be open-minded and consider the benefits to organisations that actively employ a more diverse workforce and recognise the potential for recruitment from a wider talent pool that includes disabled people. Consider your existing recruitment procedures and whether they provide an open and inclusive process to attract applicants from a diverse background. Regular staff training will help to overcome attitudinal barriers towards disabled applicants and consideration should be given to providing an accessible recruitment and application process that would not exclude or discourage a disabled person.

### **2. Identifying the need/opportunity for a role**

A need for recruitment will usually arise in a number of different circumstances, e.g.:

*a) An employee leaves and needs to be replaced.*

In this case you may already have a job description and person specification for the job that has become available but may need to check whether they are still up to date and relevant to your organisation's current needs.

*b) An employee leaves and you decide to take the opportunity to reorganise a department so that the job description for a successful candidate will have different responsibilities.*

In that case, a job description and person specification tailored to the new role will be necessary, so that the new successful candidate is not merely a replacement.

*c) Changes to the nature of your organisation result in requirements for particular skills, or increased work results in a requirement for more employees.*

You should consider whether the job needs to be performed on a full-time or part-time basis, whether it is open to job-sharing or homeworking and whether it is to be on an indefinite or a fixed-term basis.

### **3. Reviewing your country's equality laws and codes of practice in relation to non-discrimination of disabled people in employment**

Prior to starting a recruitment process you need to carefully consider your country's laws dealing with equality and discrimination in employment. There may also be codes of practice that may or may not be binding but providing good practice.

The laws state the minimum requirements that are expected of employers. However, organisations are often able to go beyond those and take additional voluntary steps to accommodate the needs of disabled applicants.

### **4. Reviewing your organisation's policies and procedures**

Once you have made sure that you comply with your national laws, you also need to check the policies and procedures of your organisation and make sure that you do not contradict them during a recruitment process.

If your organisation does not have such policies, you should consider implementing an Equality policy or an Equal Opportunities policy that would include a policy statement about your organisation's commitment to not discriminate during recruitment and provide equal career opportunities to all staff.

The policy should be based on the local laws of your country dealing with employment and reviewed annually to ensure that it is up to date in light of any potential legislative changes.

Legislation states minimum standards that an organisation must follow. Any company policy developed for an organisation must not provide less than is required by law. Depending on local laws, an employer may provide better conditions than those allowed for in the legislation, provided that what is proposed is not illegal under local laws and is beneficial to employees.

## 5. Responsibility for equality and diversity within your organisation

Your organisation should consider appointing an individual to be responsible for diversity and inclusion within the organisation. Depending on the tasks and responsibilities of the current workforce, it may not be necessary to make a completely new appointment for the role or to create a new post. The role may be carried out by an existing member of staff in addition to their day-to-day tasks, e.g. by a senior HR colleague, a Disability Access Officer or another member of staff with managerial responsibilities.

The responsibilities of such appointee would normally include:

- analysing the composition of the existing workforce;
- working towards creating a diverse workforce represented by employees from minorities and of mixed gender and background, that is inclusive of and accessible to disabled people;
- ensuring equal development and promotion opportunities within the workforce;
- making the organisation compliant with anti-discrimination legislation and arranging reasonable adjustments where necessary, e.g. ensuring that the building of the organisation, recruitment process and working conditions are accessible and accommodating of disabled applicants and employees' individual needs;
- addressing the needs of disabled employees during their employment with the organisation; and
- training staff involved in recruitment, e.g. on how to be more inclusive and how to avoid making premature judgments based on unconscious or conscious biased stereotypes.

## 6. Recruitment process

There are a number of issues that you need to consider as part of your recruitment process to ensure fairness:

### *a) job description and person specification*

Prior to advertising you should prepare a detailed written job description and person specification. You should focus on the skills and experience required for the role and what you need the candidate to demonstrate. It is important at each step of the recruitment process not to make any biased assumptions as to who can actually do the job and keep an open mind.

### *b) accessible job advertisements and application forms*

When advertising the post, you should place it not only in traditional publications and on your own website but also make it available on portals used by disabled people (e.g. specialist publications and websites and/or through NGO stakeholders), to reach out to disabled people and raise awareness of the availability of the role.

You may want to review your marketing information as a whole and check whether potential applicants may be able to relate to your organisation. This may be achieved through change of images and role models shown on your websites, brochures and publications. Consider whether minority groups, such as disabled people, would relate to you and the people you portray. Ensure that this material showcases your organisation in its best light as an inclusive employer.

In addition, when advertising and inviting applicants to submit either their CV or an application form to apply for the advertised role, you should consider providing and accepting information (including job description and person specification) in accessible formats, e.g. email, large print, audio format, Braille, Easy Read, and others where these have been requested by an applicant.

Additionally, online job advertisements and application forms should be accessible (e.g. compatible with screen reader software for partially sighted and blind applicants). Recruitment and HR personnel should also be familiar with receiving telephone calls via accessible helpline services that may be available locally (e.g. text to speech telephone services for hard of hearing and deaf applicants) ...

## 6. Recruitment process continued ...

b) (continued) ... and should provide disabled applicants with the opportunity to submit an application using email and the postal system rather than offering only an online form. You do not need to keep all information in relation to a role in all types of accessible formats but you may want to find out how to obtain them quickly if a request has been made to enable that candidate to submit their application in good time.

### c) *accessibility and reasonable adjustments*

If you know or expect that a disabled person will be attending an interview, you should try to be flexible about arrangements made for the interview and consider whether any adjustments can be made to the premises or the arrangements of the interview and/or any tests that the applicant is expected to sit. For example, you should consider in advance where the interviews are to take place and whether, for instance, an accessible venue is required (e.g. for a wheelchair user or a candidate with limited mobility) or you may need to arrange facilities to assist partially sighted and blind candidates or deaf or hard of hearing applicants.

### d) *using written or psychometric tests*

If psychometric tests form part of your recruitment process, the following adjustments should give disabled candidates an inclusive opportunity during the process:

- providing written instructions in an accessible format;
- giving a disabled person extra time to complete the test;
- permitting a disabled person the assistance of a reader or scribe during the test; and
- giving a disabled person the opportunity to take an oral test in writing or a written test orally.

e) The timing of interviews and/or tests may also need to be checked with the candidate, for example, if a candidate has a medical condition (e.g. diabetes) which means that particular times of the day are better for them.

## 7. Reasonable adjustments - general

Not every country's laws will require organisations to make adjustments to their buildings or workplaces to accommodate disabled employees.

You may start with a general assessment of the building, again, by cross-referencing to the general minimum requirements imposed by local laws and regulations. As part of that exercise, you can check your organisation's building for:

- availability of nearby accessible parking;
- accessible entrance, e.g. enabling a wheelchair user to enter and leave unaided. This might involve checking the availability of a ramp, its steepness and the width of the doors;
- availability of accessible toilets;
- signage to the accessible toilets, accessible emergency exits and general areas of the building;
- situation of your conference and meeting rooms and availability of accessible lifts (built with appropriate dimensions to accommodate a wheelchair user);
- accessible canteen and refreshment facilities (including the height of food and drink displays, counters and dining tables);
- ability to provide or accept information in accessible formats; and
- ability to provide voice to text PC software.



For further guidance, you may refer to UEFA and CAFE's Access for All Guide: <http://cafefootball.eu/en/access-all>



## 8. Your workforce and diversity

As part of your diversity initiatives and projects, it is important to provide regular training, workshops and events raising awareness and illustrating the advantages and strengths of diversity, inclusion and further integrating disabled people into your workforce and organisation.

For example, senior staff may hold disability awareness talks, organise diversity days and communicate the organisation's policy through training.

It is also important to communicate the consequences that are to follow in the event of a breach of an organisation's Equality policy and discrimination. A zero tolerance approach usually creates confidence in management and sets the best example.

It is proven that an organisation will be more productive, make smarter business decisions and be more successful when it has a diverse and inclusive workforce and decision making board.

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**Please see CAFE's Disability Awareness and Etiquette Handbook:**  
[www.cafefootball.eu/sites/default/files/contentfiles/pdfs/cafe\\_da\\_booklet\\_english\\_a5.pdf](http://www.cafefootball.eu/sites/default/files/contentfiles/pdfs/cafe_da_booklet_english_a5.pdf)  
that can be used in staff communication and training.

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## 9. CAFE support and contact details

Your country's local disability NGOs or government agency may be able to provide expertise on local laws and realities for disabled people in your country. However, CAFE is always happy to hear from your organisation and provide further guidance where possible.

Please contact us:

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Please note that the Toolkit is designed as a guide but does not constitute formal legal advice. You need to consult local laws to ensure compliance and best practice in your country.







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**Alternative accessible formats are available on request**

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