

EQUAL OPPORTUNITIES:

Inclusion of Persons with Disabilities
in Employment in Mine Action

**Methodological Guidelines
for Mine Action Operators**



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Introduction

These methodological guidelines have been prepared to facilitate the professional involvement of persons with disabilities and explosive ordnance (EO) survivors in mine action, which is an essential aspect of their socio-economic integration.

The document aims to assist mine action operators, central authorities, and expert organisations in effectively using the sector's capabilities to ensure equal access to employment, including for people with disabilities and EO survivors.

These guidelines are based on an analysis of international best practices, current national legislation, and needs identified during the workshop "Equal Opportunities: Inclusion of Persons with Disabilities in Employment in Mine Action" held on 29 October 2024.

The document pays special attention to key aspects of ensuring equal access to employment for persons with disabilities and survivors of explosive ordnance in the mine action sector. In particular, the paper considers the regulatory aspects of employment that define the legal framework for employing persons with disabilities and the inclusive recruitment approach to help attract such employees and organise the recruitment process.

Particular attention is paid to workplace adaptation, which reveals how to create comfortable and effective working conditions for employees with disabilities. The role of employment of EO survivors in the mine action sector is also highlighted, considering the national and international context, reflecting the importance of this issue for socio-economic integration.

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List of Abbreviations

EO Explosive Ordnance

EORE Explosive Ordnance Risk Education

IRP Individual Rehabilitation Programme

NTS Non-Technical Survey

MSEC Medical and Social Expert Commission

IMAS International Mine Action Standard



Regulatory Aspects of Employment of People with Disabilities

Ensuring equal access to employment for people with disabilities is one of the key aspects of Ukraine's social policy. This area is essential not only from the perspective of human rights but also in the context of effectively integrating citizens with disabilities into the social and economic life of the state. The rights of persons with disabilities in Ukraine are enshrined in the Constitution of Ukraine, the UN Convention on the Rights of Persons with Disabilities, and numerous other legal documents.

The Constitution of Ukraine guarantees people with disabilities:

- The right to work, which they freely choose or to which they freely accept, on an equal footing with others (Article 43).
- The right to proper, safe, and healthy working conditions (Article 43).
- The right to protection against unlawful dismissal (Article 43).
- The right of working persons with disabilities to rest (Article 45).
- The right to security in case of total, partial, or temporary disability (Article 46)¹.

The UN Convention on the Rights of Persons with Disabilities guarantees the rights of persons with disabilities:

- The right to work on an equal footing with others;
- The right to openness, inclusiveness, and accessibility of the labour market and production environment².

The UN Convention on the Rights of Persons with Disabilities obliges the state to take measures aimed at:

- Prohibition of discrimination based on disability in all matters relating to all forms of employment (conditions of recruitment, employment and occupation, job retention, promotion, and safe and healthy working conditions);
- Protecting the equal rights of persons with disabilities to fair and favourable working conditions, including equal opportunities and equal remuneration for work of equal value, safe and healthy working conditions, and redress of grievances;
- Ensuring reasonable adaptation of the workplace for people with disabilities³.

In addition to the Constitution and the UN Convention, several legal documents enshrine the following rights of persons with disabilities:

- To protect from any form of discrimination in employment, including based on health and disability⁴;

¹ [Constitution of Ukraine \(1996\)](#)

² [The UN Convention on the Rights of Persons with Disabilities \(2009\) Article 27](#)

³ Ibid.

⁴ [Law of Ukraine «On Employment of the Population» No. 5067-VI \(2013\). Art. 11](#)

- To early termination of a fixed-term employment contract at the request of an employee in the event of illness or disability that prevents them from performing work under the agreement⁵;
- To engage in night work and overtime work only with the consent of a person with a disability and if it does not contradict medical recommendations^{6,7};
- Giving priority to **persons with war-related disabilities** in retaining their jobs in the event of a reduction in the number of employees due to changes in the organisation of production and labour, provided that their labour productivity and qualifications are equal⁸;
- To grant an employee with a disability, at their request, annual leave of the entire duration before the six-month period of continuous employment in the first year of work at the relevant enterprise⁹;
- To grant annual leave at the request of an employee with a disability at a time convenient for them¹⁰;
- To grant annual basic leave to persons with disabilities of groups I and II for 30 calendar days and to persons with disabilities of group III for 26 calendar days¹¹;
- The right to take a mandatory unpaid leave of absence at the request of a person with a disability of group III for up to 30 calendar days annually and a person with a disability of groups I and II for up to 60 calendar days annually¹²;
- To provide **persons with disabilities caused by the war** with additional leave with pay for 14 calendar days per year^{13, 14};
- To retain their job (position) and the average salary for **employees who lost their ability to work due to an industrial accident or occupational disease** for the entire period until they regain their ability to work or until a permanent loss of professional ability and disability is established^{15,16};
- To select a job at the enterprise where the disability occurred, considering the wishes of the disabled person, their professional skills and knowledge, as well as the recommendations of the medical and social expertise¹⁷;
- Ensuring that retired employees with disabilities have the same rights as working employees to access medical care, housing, vouchers to health and preventive care facilities, and other social services and benefits in accordance with the charter of the enterprise, institution, or organisation and the provisions of the collective agreement¹⁸.

5 [Labour Code of Ukraine No. 322-VIII \(1971\). Part 2 of Article 39](#)

6 [Labour Code of Ukraine No. 322-VIII \(1971\). Arts. 55, 63, 172](#)

7 [Law of Ukraine «On Labour Protection» No. 2695-XII of 14.10.92. Art. 12](#)

8 [Labour Code of Ukraine No. 322-VIII \(1971\). Part 2 of Article 42](#)

9 [The Law of Ukraine «On Holidays» No. 505/96-BP of 15.11.96. Art. 10](#)

10 [The Law of Ukraine «On Holidays» No. 505/96-BP of 15.11.96. Art. 10](#)

11 [The Law of Ukraine «On holidays» No. 505/96-BP of 15.11.96. Art. 6](#)

12 [The Law of Ukraine «On Holidays» No. 505/96-BP of 15.11.96. Art. 25](#)

13 [Labour Code of Ukraine No. 322-VIII \(1971\). Art. 77-2](#)

14 [The Law of Ukraine «On holidays» No. 505/96-BP of 15.11.96. Art. 16-2](#)

15 [Labour Code of Ukraine No. 322-VIII \(1971\). Art. 40](#)

16 [Law of Ukraine «On Labour Protection» No. 2695-XII of 14.10.92. Article 9](#)

17 [Law of Ukraine «On the Fundamentals of Social Protection of Persons with Disabilities in Ukraine» No. 876-XII of 21.03.91. Art. 18](#)

18 [Law of Ukraine «On Trade Unions, Their Rights and Guarantees of Activity» No. 1045-XIV of 15.09.1999. Article 38](#)

Cases in which a person with a disability may be refused employment

- Mismatch of professional qualities with the position or work performed.
- According to the conclusion of the Medical and Social Expert Commission (MSEC), indicated in the certificate attached to the act of examination by the Medical and Social Expert Commission and/or the individual rehabilitation programme, if
 - o the health condition of a person with a disability prevents them from performing their professional duties;
 - o the health condition of a person with a disability threatens the health and safety of other persons;
 - o continuation of labour activity or change in its nature and scope threatens to deteriorate the health of a person with a disability.

Content of the individual rehabilitation programme (IRP) in terms of employment

Upon approval of disability status, the MSEC provides a person with an individual rehabilitation programme or IRP.

IRP is a set of optimal types, forms, volumes, and terms of rehabilitation measures with the determination of the procedure and place of their implementation, aimed at restoring and compensating for impaired or lost body functions and abilities of a person with a disability¹⁹.

Section 5, «Labour Rehabilitation,» describes in detail the factors and elements of future employment, including the following:

- health contraindications to professional activity;
- shows the working conditions (severity, intensity, work and rest schedule, form of work organisation, sanitary and hygienic factors);
- in the case of possible continuation of work in the profession with a reduction in the amount of work, the necessary restrictions on the performance of specific job and functional duties, planned tasks;
- If necessary, special requirements for occupational health and safety (for work at height, near moving machinery, with power equipment, etc.) are provided;
- special devices (typhlotechnical, sign language, and other means) required to perform work in the profession and special requirements for organisational, technical, and ergonomic adaptation of the workplace to the specifics of the pathology;
- rational employment - a list of recommended professions and types of work is provided²⁰.

Peculiarities of compliance with the IRP

A person with a disability can refuse any type, form, and scope of rehabilitation measures provided in their IRP or the entire programme.

The legislation does not oblige employers to request an IRP from a person with a disability. At the same time, employers are obliged to comply with the IRP if a person with a disability presents it during employment or later during work. Suppose an employer doubts whether a person can work in a particular

19 [Regulation «On Individual Rehabilitation Programme for Disabled Persons» No. 757 of 23.05.2007.](#)

20 [Order of the Ministry of Health «On Approval of the Form of Individual Rehabilitation Programme for a Disabled Person or a Disabled Child and the Procedure for Their Preparation» No. 623 of 08.10.2007.](#)

job and the IRP does not contain relevant recommendations. In that case, they can apply the appropriate questions in writing to the MSEC.

Employer's rights

Under Ukrainian law, employers have the following rights:

- independently search for staff with disabilities;
- apply to the State Employment Service for the recruitment of personnel with disabilities and for free counseling on the employment of persons with disabilities;²¹
- pay a reduced single contribution of 8.41% of the accrual base for employed persons with disabilities;²²
- apply to state institutions for financial assistance, loans, compensation, and subsidies for employing persons with disabilities.

Financial support to the employer

The state provides financial support to employers who hire people with disabilities. The central state support programmes are listed below.

1. Compensation for the actual costs of arranging the workplace of an employed person with a disability of group I or II. Such compensation is paid in the amount of up to 15 or 10 times the minimum wage, depending on the disability group²³. Compensation is provided for the auxiliary means (auxiliary means) purchased by the employer, namely:

- furniture and fittings for workplaces;
- machines for the production and processing of commercial goods;
- products for testing and monitoring in the workplace;
- tables, seating, handrails, and bars;
- structural elements in residential buildings and other premises;
- computers and terminals, software;
- auxiliary means for:
 - fixing, reaching, and grasping objects in the workplace;
 - for organising office activities, storing information, and managing information at workplaces;
 - to protect health and safety in the workplace;
 - training in the operation of input devices and handling of equipment and goods;
 - activities and participation related to personal mobility and movement;
 - adjusting the height of the furniture;
 - ensuring accessibility in the vertical direction;
 - ensuring the ability to hear;
 - sound playback;
 - drawing and writing;
 - remote control;
 - telephone and telematics communications;
- auxiliary means that record, playback and display audio and visual information.

21 [Law of Ukraine «On Employment of the Population» No. 5067-VI \(2013\). Art](#)

22 [The Law of Ukraine «On Collection and Accounting of the Single Contribution to the Obligatory State Social Insurance». Article 8](#)

23 [Resolution of the Cabinet of Ministers of Ukraine «Some Issues of Providing Employers with Compensation for Actual Expenses for the Arrangement of Workplaces of Employed Persons with Disabilities» of 22.08.2023 No. 893.](#)

2. Subsidy for creating special jobs for people with disabilities registered with the State Employment Service. Funds from the subsidy are used to cover the employer's costs of creating the relevant jobs^{24,25}.

An employer is eligible for a subsidy in case of:

- employment of an unemployed person with a disability in an existing separate workplace or an existing section of the production area, with the introduction of additional measures to organise their work (adaptation of main and auxiliary equipment, technical equipment), which allows for a subsidy of up to 40 minimum wages.
- employment of an unemployed person with a disability at a new workplace or a new section of the production area created with additional measures to organise their work (installation of basic and additional equipment, technical equipment), which allows for a subsidy of up to 100 minimum wages.

It is important to note that the jobs created through the subsidy are not counted towards the quota of persons with disabilities until the contract for the employment of unemployed persons with disabilities is completed and the subsidy is received (two years).

3. Targeted loans for the creation of jobs for people with disabilities²⁶. The loan is granted on a repayable basis with a repayment period of up to three years.

4. Financial assistance to create special jobs for people with disabilities²⁷.

5. Compensation of labour costs for employment under fixed-term labour contracts of registered unemployed persons, including persons with disabilities who have not reached retirement age²⁸.

6. Compensation of labour costs for the employment of registered unemployed internally displaced persons under fixed-term employment contracts²⁹.

7. Reimbursement of expenses incurred by an employer who employs registered unemployed internally displaced persons, including persons with

24 [Law of Ukraine «On the Fundamentals of Social Protection of Persons with Disabilities in Ukraine» No. 875-XII of 21.03.1991. Art. 18-1.](#)

25 [Resolution of the Cabinet of Ministers of Ukraine of 27.12.2006 No. 1836.](#)

26 [Order of the Ministry of Labour «On Approval of the Instruction on Provision of Financial Assistance on a Repayable and Non-Repayable Basis and Targeted Loan at the Expense of Administrative and Economic Sanctions and Penalties Received by the State Budget for Failure to Meet the Standard of Jobs for Employment of Disabled Persons» of 06.09.2010, No. 270.](#)

27 [Resolution of the Cabinet of Ministers of Ukraine «Procedure for the Use of the Amount of Administrative and Economic Sanctions and Penalties for Failure to Comply with the Standard of Jobs for Employment of Persons with Disabilities Received by the State Budget» of 31.01.2007, No. 70.](#)

28 [Resolution of the Cabinet of Ministers of Ukraine «Procedure for Providing Employers with Compensation for Employment of Registered Unemployed» of 10.02.2023 No. 124.](#)

29 [Resolution of the Cabinet of Ministers of Ukraine «Procedure for Implementation of Employment Promotion Measures, Refund of Funds Allocated for Financing Such Measures in Case of Violation of Employment Guarantees for Internally Displaced Persons» of 08.09.2015, No. 696.](#)

disabilities, for retraining and professional development of such persons³⁰.

Responsibilities of the employer

- allocate and create jobs for the employment of persons with disabilities (including special jobs, adapting basic and additional equipment, technical equipment and adaptations, etc)^{31,32};
- fill the employment quota for persons with disabilities, which equals 4% of the average number of full-time employees per year; if there are 8 to 25 employees, it equals one job. The quota is met if the company employs persons with disabilities for whom this job is the primary one³³;
- pay administrative and economic sanctions in the amount of the average annual salary paid by the relevant enterprise, institution, organisation (except for those fully funded by the state or local budgets), or individual using hired labour for each workplace intended for employment of a person with a disability and not occupied by them^{34,35};
- provide the State Employment Service with the information necessary to arrange the employment of persons with disabilities (in particular, regarding the need to recruit employees with disabilities whenever such a need arises and/or whenever a vacancy becomes available for persons with disabilities); clarify the relevant information on the characteristics of the vacancy(s), namely: working conditions, salary, requirements for the candidate(s)^{36,37};
- create working conditions for people with disabilities, considering the recommendations of the MSEC and the IRP^{38,39,40};
- provide employees with disabilities with reasonable accommodation at their workplaces⁴¹;
- create safe and healthy working conditions⁴²;
- take additional occupational safety measures about persons with disabilities that meet the specific characteristics of this category of employees⁴³;

30 Ibid.

31 [The Law of Ukraine «On the Fundamentals of Social Protection of Persons with Disabilities in Ukraine» No. 875-XII of 21.03.1991. Art. 17.](#)

32 [CMU Resolution No. 1836 of 27.12.2006.](#)

33 [Law of Ukraine «On the Fundamentals of Social Protection of Persons with Disabilities in Ukraine» No. 875-XII of 21.03.1991. Article 19.](#)

34 ibid. Art. 20.

35 [Resolution of the Cabinet of Ministers of Ukraine «Procedure for Payment by Enterprises, Institutions, Organisations and Individuals Using Hired Labour of Administrative and Economic Sanctions and Penalties for Failure to Comply with the Standard of Workplaces for Employment of Persons with Disabilities» of 31 January 2007, No. 70.](#)

36 [Law of Ukraine «On the Fundamentals of Social Protection of Persons with Disabilities in Ukraine» No. 875-XII of 21.03.1991. Article 19.](#)

37 [Resolution of the Cabinet of Ministers of Ukraine «Some Issues of Employment of Persons with Disabilities» of 02.06.2023 No. 553.](#)

38 [Labour Code of Ukraine No. 322-VIII \(1971\). Art. 172.](#)

39 [Law of Ukraine «On the Fundamentals of Social Protection of Persons with Disabilities in Ukraine» No. 875-XII of 21.03.1991. Art. 18.](#)

40 [Law of Ukraine «On Labour Protection» No. 2695-XII of 14.10.92. Art. 12](#)

41 [Law of Ukraine «On the Fundamentals of Social Protection of Persons with Disabilities in Ukraine» No. 875-XII of 21.03.1991. Art. 25.](#)

42 Ibid.

43 [Law of Ukraine «On Labour Protection» No. 2695-XII of 14.10.92. Art. 12](#)

- organise training, retraining, and employment of persons with disabilities following medical recommendations^{44,45};
- establish a part-time workday or a part-time workweek at the request of a person with a disability⁴⁶;
- provide social and economic guarantees to people with disabilities⁴⁷;
- take measures to restore the ability of persons with disabilities to work⁴⁸.



*Training on the use of unmanned aerial vehicles during a mine action course for veterans organized by UNDP in Ukraine with the participation of the Ministry of Economy of Ukraine and the State Employment Center. Ukraine, August 21, 2024.
Photo by: Oleksandr Ratushniak / UNDP Ukraine.*

Reasonable accommodation

Reasonable accommodation of the work environment involves providing individual modifications, adaptations, and auxiliary aids in the workplace that allow persons with disabilities to meet the requirements on an equal basis with others. The obligation to provide reasonable workplace accommodation arises when a request is received, or such a need becomes apparent. The employer is obliged to take such measures if they do not impose a disproportionate or unjustified burden on the employer. Otherwise, the employer may fully implement the measures or agree with the person with a disability on another solution that does not impose the above burden.

It is important to note that the employer's refusal or unwillingness to take the above steps will be considered a refusal to provide reasonable workplace accommodation and, accordingly, a form of discrimination.

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44 Ibid.

45 [Labour Code of Ukraine No. 322-VIII \(1971\). Art. 172.](#)

46 Ibid.

47 [Law of Ukraine «On the Fundamentals of Social Protection of Persons with Disabilities in Ukraine» No. 875-XII of 21.03.1991. Art. 18.](#)

48 Ibid.

Prohibitions in the employment of persons with disabilities

Employers are prohibited from imposing probationary periods on persons with disabilities who are referred to work following the recommendation of a medical and social expert assessment⁴⁹. However, other employees with disabilities may be subject to a probationary period. However, it should be remembered that when concluding an employment contract during the period of martial law, a probationary period may be imposed on any category of employees⁵⁰.

Employers may not refuse to conclude an employment contract or to promote, dismiss at the initiative of the management, or transfer a person with a disability to another job without their consent on the grounds of disability, except when, according to a medical and social examination, their health condition prevents the performance of professional duties, threatens the health and safety of other persons, or the continuation of employment or a change in its nature and scope threatens to deteriorate the health of persons with disabilities⁵¹.

Responsibility in the field of employment of persons with disabilities

Employers must pay a fine of ten to twenty tax-free minimum wages for the failure of an officer who exercises the right to hire and dismiss or an individual who uses hired labour to comply with the quota of jobs for persons with disabilities⁵².

Direct or indirect restriction of rights or establishment of direct or indirect privileges of citizens, inter alia, based on disability leads to a fine of two hundred to five hundred tax-free minimum wages to be imposed on the employer. In addition to the fine, liability may include a restriction of liberties for up to five years or imprisonment for up to three years, with or without debarment, to hold certain positions or engage in certain activities for up to three years⁵³.

49 [Labour Code of Ukraine No. 322-VIII \(1971\). Art. 26.](#)

50 [Law of Ukraine «On the Organisation of Labour Relations under Martial Law» No. 2136 of 15.03.2022. Art. 2.](#)

51 [Law of Ukraine «On the Fundamentals of Social Protection of Persons with Disabilities in Ukraine» No. 875-XII of 21.03.1991. Art. 17.](#)

52 [Code of Ukraine on Administrative Offences No. 8074-10 of 07.12.84. Art. 188-1.](#)

53 [Criminal Code of Ukraine No. 2341-III \(2001\). Art. 161](#)



Inclusive Recruitment: How to Attract Employees with Disabilities and Organise Hiring Process

Before hiring employees with disabilities, it is essential to understand their impairments and what is necessary for performing functional duties in a particular position.

The International Classification of Functioning, Disability, and Health helps understand disabilities. It describes a person's condition based on an analysis of the work of the body's main functions and structures¹. Knowing about a person's main functional capabilities and limitations is enough to employ them. This will help further understand which functional capabilities are critical for specific positions.

List of functional capabilities and limitations of a person

- Ability to move independently.
- Ability to move around with the help of aids (wheelchair, crutches, cane, walker, prostheses).
- Ability to manipulate one or both legs, particularly the feet (twist, press pedals, and press buttons).
- Ability to independently maintain body position, squat, kneel, crawl, and coordinate movements.
- Ability to control balance and coordinate movements.
- Ability to manipulate one or both hands and fingers (fine motor skills): grasping and holding, picking up and holding objects, squeezing, pressing and pushing (e.g., steering wheel, mouse, pressing buttons, etc.).
- Ability to hear independently with the help of a hearing aid.
- Ability to see independently or with the help of aids (glasses, lenses), difficulties with vision, difficulties with colour perception.
- Ability to use verbal, sign language, or other types of alternative communication (speech synthesisers, etc.).
- Ability to regulate emotions and behaviour.
- Ability to understand, cognise, study, perceive, realise, process external information, and memorise.
- Ability to concentrate attention.
- Ability to navigate in space.

The employer needs to use the list provided to analyse the available positions in terms of the critical functional capabilities of each position. For example, for a humanitarian deminer, the ability to move independently will be critical. At the same time, independent movement is not required for a project quality management specialist, as the position often involves primarily working on a computer at a fixed workplace.

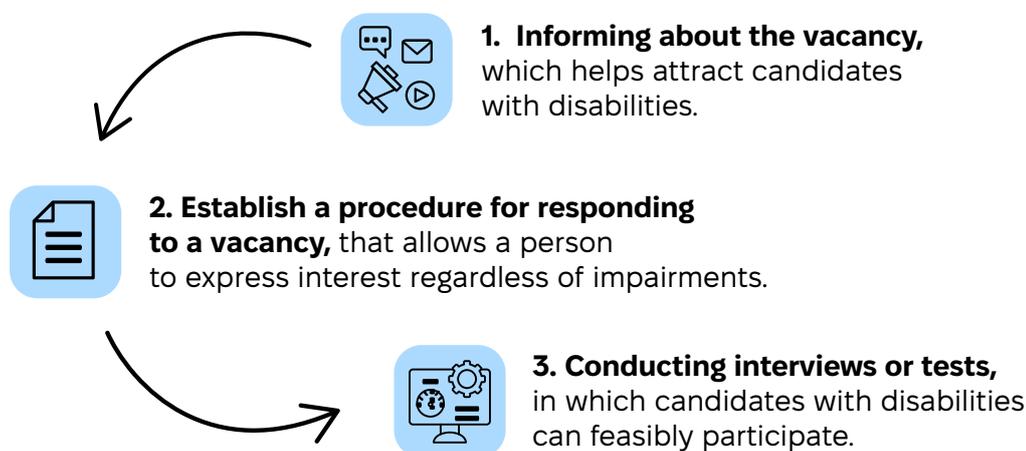
¹ [Official website of the Ministry of Health, On the International Classification of Functioning, Disability and Health,](#)

Once the employer understands the functional capabilities required for the available positions, it can proceed with attracting and hiring employees with disabilities.

Key components of hiring of candidates with disabilities

Informing about a vacancy

Consider the recommendations below to ensure that your job postings and communication process include the needs of candidates with disabilities.



1. Include messages in your job advertisements encouraging applications, including from candidates with disabilities. This will send a message to candidates that they will not be discriminated against based on disability.

Examples of incentive messages:

«We support the principles of diversity and inclusion and encourage applications for vacancies, particularly from candidates with disabilities».

«We provide reasonable accommodation for people with disabilities, if necessary».

«Our staff represents a wide range of socio-economic, cultural, and religious backgrounds, including people with disabilities».

2. Describe the job duties in the vacancy in a way that makes it straightforward to candidates whether they can perform them, given their impairments.

An example of a job description:

Non-Technical Surveyor (NTS)

This position involves:

- Traveling between several locations to collect data and conduct interviews with residents.
- Performing work in uneven or rugged terrain.
- Maintaining concentration for long periods.
- High emotional stability when dealing with information about dangerous situations.
- Use of visual and/or auditory functions when communicating with community members.

EO Risk Education Specialist (EORE)

This position involves:

- Traveling between multiple locations to meet with different communities and populations, including children.
- Performing work in conditions of limited infrastructure availability.
- High emotional stability when working with vulnerable groups.
- High mental focus for 50% of the work shift.
- Use of visual and/or auditory functions when communicating with beneficiaries.



*Demonstration of mine-sniffing dogs during the SECURITY 2.0 exhibition organized by Euroindex with the support of the Ministry of Economy of Ukraine, Ministry of Defense of Ukraine, Security Service of Ukraine and other partners. Kyiv, October 2-3, 2024.
Photo by: Oleksandr Ratushniak / UNDP Ukraine.*

Deminer

This position involves:

- Working in a sitting or kneeling position for long periods.
- Painstaking manual work that requires well-developed fine motor skills.
- Movement on uneven surfaces, including rugged terrain.
- Lifting objects weighing up to 20-30 kg.
- Focusing on small details for a significant length of the work time.

3. Make people with disabilities visible in recruitment and other communication materials.

Include images of people with disabilities in:

- brochures;
- job invitation posters;
- articles on the website;
- posts on social media informing about open vacancies.

Publish interviews with colleagues with disabilities, sharing their experiences working in your organisation or company.

4. Share open vacancies through various channels and organise career opportunity presentations with partners or on your own initiative.

Consider the following channels for disseminating information about open positions that can help you attract candidates with disabilities:

- Civil society organisations dealing with the issues of people with disabilities, in particular, the National Assembly of People with Disabilities of Ukraine, UTOH (Ukrainian Society of the Deaf), UTOS (Ukrainian Society of the Blind), League of the Strong, Fight for Rights, Dostupno.UA, and others. Also, please pay attention to local organisations in your locality and establish partnerships with them.
- Veterans' centres including the Veteran HUB, the Free People's Employment Centre, and local centres.
- Rehabilitation centres.
- Social service centres.
- Employment centres.
- The portal «Work», Work.ua with the note «Ready to hire a person with a disability».

5. Provide «easy entry» opportunities for candidates with disabilities. This will allow you to gain experience in creating a more inclusive environment and for employees with disabilities to gain onboarding experience, get to know the organisation/company, share their experiences in the community and thus build greater trust in you and help attract more candidates with disabilities.

Such experience can be realised through the following:

- Internships for candidates with disabilities.
- Temporary employment.
- Introductory events, etc.

6. Develop a corporate culture that respects diversity and promotes inclusion. Communicate these values to employees and involve management in promoting inclusion within the organisation/company. It is essential to train staff in proper communication. People involved in any aspect of recruitment - whether answering the phone, attending events, giving community presentations, or other public relations activities - should be prepared to answer questions about the inclusion of people with disabilities and do so appropriately. If a company or organisation has no corporate culture focusing on inclusion, your efforts to create an inclusive hiring process will be undermined.

Create an inclusive job application process

To ensure that everyone can respond to a vacancy regardless of any impairments, it is essential to provide the opportunity to respond in various formats.

Table 1 shows the different ways of informing people that will be convenient for them, depending on the impairment.

When an employer establishes possible channels for responding to a vacancy, they must ensure that at least one channel is convenient for someone with visual, hearing, speech, or cognitive impairments.

Table 1: List of channels for people with different disabilities

Hearing impairment	Visual impairment	Cognitive impairment	Speech impairment
<ul style="list-style-type: none"> • Sign language • Simple language • Subtitling • Icons, drawings, photos • Touch, vibration 	<ul style="list-style-type: none"> • Large print • Braille • Voice message • Audio commentary • Tactile elements, vibration 	<ul style="list-style-type: none"> • Large print • Simple language • Easy-to-read format • Icons, drawings, photos 	<ul style="list-style-type: none"> • Written information • Icons, drawings, photos • Sign language

Use this short checklist when determining how candidates respond to an open position.

- If you provide a phone number to respond to a vacancy, make sure that an SMS can be sent to this number or a text message to the messenger app associated with this number.
- If applicants apply via an online form, ensure that your website and the application form itself are compliant with web accessibility principles. To do this, ensure that your digital tools and platforms are compliant with web accessibility requirements:
 - Web Content Accessibility Guidelines (WCAG 2.1).
 - DSTU EN 301549:2022 Information technology. Requirements for accessibility of ICT products and services.
- If printed forms are used, they should be in 14-point font at minimum. Include examples or explanations of how to complete the forms. If necessary, be prepared to read out the content of the forms.

Conducting interviews or testing

For everyone, regardless of disability or impairment, to be able to participate in an interview or test, the needs of the person must be considered, and appropriate adaptation must be made in each individual case.

To do this, it is best to ask the person themselves what adaptations might be helpful for them. This question should be included when inviting candidates for an interview or a test.

An example of how to formulate questions about any possible adaptation needs during the selection process:

Do you need a reasonable accommodation¹ for an interview or test because of an existing impairment or disability? If so, what kind of reasonable accommodation do you need?

In addition to asking the person themselves, the job posting or invitation to an interview or test should indicate what reasonable accommodation is available. This will help build trust among candidates and demonstrate that the accommodation offers are genuine, not just declarations on paper.

An example of reasonable accommodation during the hiring process:

- Extra time to complete the test tasks.
- Adjustment of the room layout or lighting.
- Ensuring accessibility of the premises, holding a meeting on the ground floor.
- Providing sign language interpretation.

In order to be able to offer reasonable accommodation in the selection process, it is important to determine in advance:

- What kind of accommodation is the employer willing to provide during the selection process?
- How will this accommodation be arranged?

Since accommodation, such as sign language interpretation, may require additional funding, it is recommended that you allocate funds for «accommodation for people with disabilities» in your projects and administrative costs.

Workplace Adaptation: How to Ensure Comfortable Working Conditions for Employee with Disability

To hire a person with a disability, an employer needs to understand the functional impairments, which we have already discussed, and the working conditions at a particular workplace.

Working conditions depend on the following:

- position and grade;
- type of labour: mental or manual/physical with the use of inventory, tools, special equipment, mechanisms, machines, automated lines, machinery, and transport;
- the size and level of mechanisation of the enterprise;
- specific conditions at the enterprise.

You can use the indicative list below to describe your working conditions. .

¹ Reasonable accommodation means making necessary and appropriate modifications and adjustments, where required in a particular case, which do not impose a disproportionate or undue burden, to ensure the realisation or enjoyment by persons with disabilities of all human rights and fundamental freedoms on an equal basis with others.

List of working conditions to consider when describing a vacancy or recruiting

1. SANITARY AND HYGIENIC FACTORS:

- work outdoors, indoors, in a domestic microclimate;
- air temperature, humidity, air conditioning;
- harmful working conditions: presence of allergens, industrial dust, toxic substances, irritants, lighting, noise, and vibration.

2. PHYSICAL ACTIVITY:

- maximum single weight of the load to be lifted;
- physical activity during the work shift;
- number of movements per hour.

3. MOVEMENT IN SPACE (DUE TO THE TECHNOLOGICAL PROCESS DURING THE SHIFT):

- horizontal (km),
- vertical (stairs, ascents, and descents).

4. SPECIFIC AND DANGEROUS WORKING CONDITIONS:

- work at height;
- maintenance of moving machinery;
- work among potential sources of increased injuries.

5. WORKING POSTURE:

- free, forced, constant, comfortable position of the body and limbs;
- long walks;
- body tilt: angle, frequency;
- sharp turns, head tilts.

6. FINE MOTOR SKILLS: USED/NOT USED.

7. NERVOUS AND PSYCHOLOGICAL STRESS: COMPLEXITY OF ACTIONS, TIME PRESSURE, DECISION-MAKING UNDER TIME CONSTRAINTS.

8. EMOTIONAL BURDEN: THE DEGREE OF RESPONSIBILITY FOR THE RESULTS, THE DEGREE OF RISK TO ONE'S OWN LIFE AND THE LIVES OF OTHERS.

9. PSYCHOPHYSIOLOGICAL FACTORS:

- accuracy of movement coordination;
- attention: long-term concentration, quick switching.

10. INTELLECTUAL WORKLOAD.

11. SENSORY LOAD: ON THE VISUAL, AUDITORY, AND VOICE APPARATUS.

12. WORK ARRANGEMENTS: INDIVIDUAL, GROUP.

13. WORKPLACE FLEXIBILITY: AT A DESIGNATED WORKPLACE, REMOTELY.

14. WORK MODE:

- working hours, working night shifts, working several shifts;
- flexibility of working hours: standardisation of the working day, working hours, and a set rhythm of the labour process (in particular, work on a conveyor belt);
- the possibility of breaks in an individual mode (for meals, medical procedures, medication, etc.).

15. TRANSPORT ACCESSIBILITY OF THE PLACE OF WORK:

- distance from the place of residence, architectural and transport accessibility along the route,
- the length of commutes to and from work;
- trips during the day;
- business trips.

Once the employer understands the specific impairments the employee has and the working conditions at a particular workplace, it is important to assess whether workplace adaptation is necessary and possible to enable the person to start work. To do this, it is necessary to know what adaptation options are available.

Types of workplace adaptation

There are four types of workplace adaptation:

- procedural;
- functional;
- organisational;
- technical.

Procedural adaptation of the workplace includes:

- Flexible workplace: on site or remote work if needed.
- Flexible working hours: changing work start/end time while maintaining the same working day/week, schedule, and number of breaks.
- Hybrid (modified) work schedule: change of start/end time, shorter working day, shorter working week, periodic work from home, changed duration and/or frequency of breaks.

Functional workplace adaptation involves redistributing non-core functions among employees.

Organisational adaptation of the workplace includes:

- Providing a mentor.
- Preparing the workforce to work with an employee with a disability.
- Finding another position, another job in the same position, another profession.
- Retraining and instructing employees.

Technical adaptation of the workplace includes:

- Changes to the physical conditions of the workplace or environment, such as a toilet room, a lift, or a doorway.
- Modification of tools, equipment, and furniture, e.g., relocation of controls change of seat height.
- Provision of additional technical equipment, such as an orthopaedic chair, air conditioning, software, etc. For guidance on the possible means, the Cabinet of Ministers of Ukraine's Resolution No. 893 contains a list of auxiliary means for equipping the workplace of an employed person with a disability.

To better understand what kind of adaptation your employee may need, we have developed a questionnaire to determine the employee's functional capabilities and limitations and the need for adapting the workplace and workspace. The questionnaire is presented in the appendix following these methodological guidelines.

When determining the required and possible adaptations for the employment of a person with a disability in a particular workplace, it is essential to assess their feasibility. This will help determine whether they meet the criteria of reasonable accommodation and whether they create a disproportionate burden for the employer..

Reasonableness of adaptation

The following principles can be used to assess the «reasonableness» or feasibility of workplace adaptation:

- the cost of the adaptation;
- the benefits of the adaptation not just for one employee but also for other employees;
- the eligibility to receive a government subvention that can cover the costs of workplace arrangements;
- the expected duration of the person's employment in this position;
- no negative consequences for other employees due to the introduction of the adaptation.

For successful workplace adaptation, it is important to conduct regular **monitoring** to evaluate the adaptation's effectiveness and ensure that it enables the employee to perform their duties. It is recommended that the specialists involved in the adaptation conduct monitoring interviews with the employee and the supervisor one month, three months, and six months after starting employment.

During these discussions, it is necessary to critically assess whether the employee successfully performs their duties and is satisfied with the workplace. If the employee is not satisfied or cannot perform their tasks effectively, it should be determined whether this is due to workplace adaptation. If necessary, you should identify what reasonable accommodation could address the problem, plan for its implementation, and discuss this with management and the employee to achieve the best possible outcome.



Role of Employment of EO Victims in Mine Action: National and International Context

Many international and national documents state that employing explosive ordnance (EO) victims in mine action is essential to the response. In addition, according to the Methodological Recommendations on the Provision of Comprehensive Social Services to EO Victims¹, comprehensive social services include vocational rehabilitation.

Vocational rehabilitation is an essential element of victim assistance, especially as the mine action sector in Ukraine is rapidly developing. This sector constantly faces new challenges, demonstrating a growing need for qualified specialists. Therefore, it is crucial to focus on creating employment opportunities for EO survivors and their families and ensuring proper conditions for professional adaptation and integration.

It is worth noting that both internationally and at the national level (as Ukraine has also adopted this practice), it is customary to consider the needs of survivors, their families, and the environment. As stated in the International Mine Action Standard (IMAS) 13.10², victims are not only those people who have suffered physical, emotional, or psychological trauma or economic loss due to EO impacts; victims also include their families and communities whose rights have been restricted or whose full participation in public life has been hampered by an incident with a confirmed or suspected EO.

Legal framework for the professional involvement of EO victims in Mine Action in Ukraine

According to the Law of Ukraine «On Social Services», «vulnerable groups» include individuals/families at high risk of falling into difficult life circumstances due to adverse external or internal factors. EO victims fall into this category.

Article 10 of the Law of Ukraine «On Mine Action» provides various types of assistance to EO victims, including professional and social aid, to minimize the impact of their injuries.

Following the provisions of the National Mine Action Strategy until 2033 and the Implementation Plan for 2024-2026, approved by the Cabinet of Ministers of Ukraine on 28 June 2024, No. 616-p³, persons with disabilities and EO survivors are among the social groups whose involvement in professional work in the field of mine action is of public interest. Victim assistance is related to Strategic Objectives 1 and 2 of the National Mine Action Strategy, namely:

1. Ensuring that areas are free from the risks of explosive hazards for their safe and productive use.
2. Reducing the impact of explosive hazards on the life and health of the population.

1 [Methodological recommendations for the provision of comprehensive social services to EO victims, 2024](#)

2 [IMAS 13.10 Victim assistance in mine action](#)

3 [Implementation Plan for its implementation in 2024-2026](#)

Ensuring the effective organisation of victim assistance is one of the key tasks envisaged by the Implementation Plan⁴, and includes 12 practical actions to be implemented in 2024-2026. In particular, two of them relate to providing opportunities for the professional involvement of victims in the field of mine action:

- Task 4, Action 10: Provide mentoring and support for people with disabilities.
- Task 6, Action 13: Stimulate professional development through mine action training courses (at least two courses are planned annually).



*Training on the use of unmanned aerial vehicles during a mine action course for veterans organized by UNDP in Ukraine with the participation of the Ministry of Economy of Ukraine and the State Employment Center. Ukraine, August 21, 2024.
Photo by: Oleksandr Ratushniak / UNDP Ukraine.*

Following the National Strategy⁵, in particular, but not limited to the results of implementing these tasks, it is planned to achieve 100% socio-economic reintegration of EO survivors.

In addition, EO survivors, if they acquire the appropriate legal status, are also subject to labour rights guarantees provided for by the Laws of Ukraine «On the Fundamentals of Social Protection of Persons with Disabilities in Ukraine»⁶ and «On the Status of War Veterans, Guarantees of Their Social Protection»⁷.

Given the significant number of legal provisions regulating the organisation of professional development and employment of EO survivors, particularly in the field of mine action, this area is a clearly defined priority of state policy in Ukraine.

Highlighting the importance of the professional involvement of EO survivors in the international environment

Ukraine, as a signatory to the Convention on the Prohibition of the Use, Stockpiling, Production, and Transfer of Anti-Personnel Mines and Their

4 Ibid.

5 Ibid.

6 [The Law of Ukraine «On the Fundamentals of Social Protection of Persons with Disabilities in Ukraine»](#)

7 [Law of Ukraine «On the Status of War Veterans and Guarantees of Their Social Protection»](#)

Destruction (hereinafter—the Convention)⁸, has certain obligations regarding the rehabilitation and socio-economic reintegration of victims. These obligations are also considered in the activities of mine action operators who work under the National Mine Action Standards, which are aligned with the International Mine Action Standards.

Article 6.3 of the Convention⁹ also stipulates that States should ensure victims' rehabilitation and socio-economic reintegration, focusing on their right to equal access to employment and social protection. Furthermore, the plans adopted to implement the Convention, namely those of Cartagena, Maputo, and Oslo, also specify measures for the vocational inclusion of EO victims. In particular:

- **The Cartagena Action Plan (2009-2014)**¹⁰, target 28: promotes the employment of EO victims and their involvement in all relevant activities of the Convention through participation in delegations and working groups.
- **Maputo Action Plan (2014-2019)**¹¹: provides for the promotion of employment of EO victims through integration into disability support programmes, including education, skills development, and employment.
- **Oslo Action Plan (2019-2024)**¹², Targets 34 and 39: address the needs of victims in policies and legislative frameworks that ensure access to employment and social protection, as well as the implementation of measures for socio-economic integration. This includes employment, vocational training, and business development support.

Employment of EO victims: a key aspect of reintegration

Employment of EO victims is one of the most effective ways to ensure their socio-economic reintegration. Victims often seek to return to professional activities, particularly in the field of mine action, where their personal experience is extremely valuable.

In accordance with IMAS 12.10¹³, it is recommended that EO victims be employed as EORE facilitators where possible and appropriate. This is also supported by the UNMAS study in Afghanistan¹⁴, which states that victims are usually the ones who are listened to about ERW risks, as they have direct experience in this area.

Employment of EO victims not only contributes to their professional development but also builds trust in the field of mine action among communities, creating a more inclusive society and supporting the fulfillment of the sector's and the country's international commitments.

8 [Conventions on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-Personnel Mines and on Their Destruction](#)

9 [Ibid.](#)

10 [Cartagena Action Plan \(2009-2014\)](#)

11 [Maputo Action Plan \(2014-2019\)](#)

12 [Oslo Action Plan \(2019-2024\)](#)

13 [IMAS 12.10. Mine and Explosive Remnants of War Risk Education](#)

14 [United Nations Mine Action Service \(UNMAS\). Changing behaviour - Informing the public about mine risk: the experience of Afghanistan](#)



Conclusions and Prospects

The organisation of vocational training programmes in the field of mine action with a focus on the inclusion of persons with disabilities and EO victims is an essential step towards ensuring their socio-economic integration. Mine action operators can create specialised courses for persons with disabilities, such as EORE, non-technical survey training, logistics, mechanised demining, and many others. For example, if there is a need for new staff for the EORE, an open course could be organised specifically for persons with disabilities and/or EO victims or at least actively encourage them to apply for such positions.

When implementing these initiatives, it is essential to consider the need to create accessible working conditions for employees with certain disabilities. Using a toolkit to assess candidates' functional capabilities and workplace adaptation needs will help determine what adaptations or changes need to be made. Some victims or people with disabilities may not require adaptations, but it is essential to make sure this is the case at the pre-employment stage.

Vacancies should clearly state candidate-specific requirements. Specific jobs require upper-limb functions, such as grasping, holding small objects, typing on a computer, or moving on uneven surfaces. This approach manifests inclusivity, allowing potential candidates to immediately assess whether the position matches their abilities and interests.

Adherence to these recommendations will contribute to the professional integration of victims and the overall effectiveness of mine action. The socio-economic reintegration of victims through engagement in the field of mine action is an example of combining humanitarian and professional objectives.

At the same time, it is important to consider that the risk of re-experiencing traumatic experiences may accompany the professional involvement of EO victims. This issue requires special attention and should be addressed in a special guideline or study that includes psychological support and adaptation measures.

Implementing these recommendations will ensure lasting results in mine action while promoting an inclusive and safe working environment for EO victims.

Appendix.



Toolkit for Assessing Employee's Functional Capabilities and Workplace Adaptation Needs

This questionnaire is designed to help employers select the best workplace adaptation measures for new employees or employees returning to work after a disability. It is used as a complementary tool to medical reports, allowing the employer to identify the functional impairments critical for a particular position rather than the person's diagnosis. This allows the employer to understand how these impairments may affect the performance of duties and what adaptation may help compensate for them.

It is recommended that HR professionals complete the questionnaire and explain to employees its purpose and the meaning of each question.

QUESTIONNAIRE TO DETERMINE THE EMPLOYEE'S FUNCTIONAL CAPABILITIES AND LIMITATIONS AND NEEDS FOR ADAPTATION OF THE WORKPLACE AND WORKSPACE

EYESIGHT

Do you have difficulty seeing:

- No
- Yes, minor, I wear glasses
- Yes, a high degree of visual impairment
- Yes, I am blind
- Yes, I have colour blindness
- Yes, there are short-term visual impairments

What adaptation to your workplace and workspace is required for you to perform your job functions:

- I don't need anything
- Print work documents in a larger font
- Receive all documents in a format suitable for screen access applications
- Increased illumination of the workplace
- Magnifying glass/ magnifier
- Installing special programmes on a computer for people with visual impairments
- Other tools/equipment required to perform the work (please specify) _____
- Assistance in moving around the company/office
- Help to get from home to work and back
- Arranging your workspace
 - o tactile navigation elements
 - o other, please specify _____

- Modifications to work functions in _____
- Hybrid (modified) working hours
- Work from home
- Change of position/profession

HEARING AND SPEECH

Do you have difficulty hearing:

- No
- Yes, insignificant
- Yes, I use hearing aids
- I can't hear

Do you have difficulties speaking:

- No
- Yes, insignificant difficulties (stuttering, difficulties with pronunciation), usually people understand what I am saying
- Yes, it is significant; it is difficult for me to talk, and it is difficult for people to understand what I am saying
- I don't speak

What adaptation to your workplace and workspace is required for you to perform your job functions:

- I don't need anything
- Sign language interpretation
- Access to sign language interpretation services
- Software for converting text to speech and vice versa
- Communication in text format only: via smartphone/computer
- A quiet room (a place where you can be alone, in silence)
- Other, please specify _____
- Modifications to work functions in _____
- Change of position/profession

UPPER LIMB FUNCTION

Do you have difficulties with upper limb function?

- No
- Yes, I have difficulties with fine motor skills (grasping and holding small objects, typing on a computer, manipulating a mouse, etc.)
- Yes, I have difficulty lifting and holding objects (with one or both hands)
- Other, please specify _____

What adaptation to your workplace and workspace is required for you to perform your job functions:

- I don't need anything
- Additional equipment to perform job functions (specify which) _____
- Workplace adaptation, please specify _____ (handrails, change of height or location of equipment)
- Workspace adaptation (please specify) _____
- Modifications to work functions in _____
- Change of position/profession
- Other, please specify _____

MOBILITY AND LOWER LIMB FUNCTION

Do you have difficulties with movement or lower limb function?

- No
- Yes, I move around independently, but I have difficulties with
 - traveling long distances, over _____ m,
 - long-standing
 - maintaining balance
- I get around with the help of (select)
 - canes
 - crutches
 - walkers
 - wheelchair
 - prosthesis(es)
- Other, please specify _____

What adaptation to your workplace and workspace is required for you to perform your job functions:

- I don't need anything
- Assistance in moving around the company/office
- Help to get from home to work and back
- Additional equipment for performing job functions, please specify) _____ (e.g., orthopaedic chair; height-adjustable desk; small mobility vehicle)
- Workplace adaptation, please specify _____ (e.g., handrails, changes in height or location of equipment, etc.)
- Creating accessibility conditions in the workspace, please specify _____
- Other, please specify _____
- Modifications to work functions in _____
- Hybrid (modified) working hours
- Work from home
- Change of position/profession

COGNITIVE AND MENTAL FUNCTIONS

Choose statements that are relevant to your condition, occur more than once a week, and interfere with your job performance

- I have difficulty remembering and concentrating
- I feel irritated
- I feel aggression
- I feel anxious
- I feel apathetic
- I feel confused
- I find it challenging to communicate with people / I do not want to communicate with anyone
- Other conditions that affect the performance of job functions, please specify _____

What assistance or workplace adaptation is required for you to perform your job functions:

- I don't need anything
- Help from a psychologist
- Help from a colleague-mentor
- Written reminder instructions
- A quiet room (a place where you can be alone, in silence)
- Hybrid (modified) working hours
- Modifications to work functions in _____
- Work from home
- Change of position/profession.

