



Persons with a hearing loss in the Workplace



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Introduction

In New Brunswick, it is increasingly clear that companies have to deal with the many changes that characterize the labor market in the province, particularly the lack of skilled labor. In this sense, employers are becoming aware of the importance of a diverse workforce. Therefore, it is essential to remember that the inclusion of persons with disabilities in the workplace is a very interesting and beneficial solution for employers.

Obviously, there are a multitude of disabilities and it is therefore particularly important for employers to become familiar with them. Of these, we have persons with a hearing loss. Knowing that this disability is growing rapidly across the country, it is undeniable that many organizations will see the proportion of employees with hearing loss increase (Canadian Hard of Hearing Association, 2008). However, we must also be aware that these persons may be a source of very interesting potential workers for companies.

This Guide is part of a series of several documents that address the inclusion of persons with specific disabilities in the workplace. The main purpose of this guide is to try to clarify the issue by providing answers to various questions of employers with respect to hiring persons with a hearing loss. In this sense, we will deal with central issues such as the challenges, benefits, communication and accommodations related to such workers. Moreover, this guide aims to demonstrate that employees with a hearing loss are important assets for an organization and that they can actively contribute to its success.

1. What is a hearing loss?

1.1. Definition

Before you even define what a hearing loss is, it would be appropriate to look at the anatomy and functioning of the ear. In humans, the hearing system is divided into three sections, namely the outer ear, the middle ear and the inner ear (MED-EL, 2014).

1. **Outer ear:** Includes the external ear and ear canal. This is the part of the ear which is usually visible.
2. **Middle ear:** Includes among others the eardrum, the ossicles and the Eustachian tube.
3. **Inner ear:** Includes the cochlea (the hearing organ), the vestibule and the auditory nerve.

When a person receives sounds, the external ear leads it to the eardrum via the ear canal. The eardrum then changes sound waves into vibrations. The ossicles then move and their movement reaches the inner ear. The cells of the cochlea transform this vibration into energy that is sensed by the auditory nerve. Finally, the auditory nerve directs the information from the cochlea to the brain. The latter can then decode the sounds to make them comprehensible (MED-EL, 2014; Canadian Hard of Hearing Association, 2008).

In this document, we use the term of "hearing loss" to refer to all persons who are either deaf, deafened, hard of hearing or have some hearing loss.



However, it is important to provide some clarification to certain terms. People who are deaf refer to all people who cannot hear. In turn, people with hearing loss have hearing loss ranging from mild to severe. Finally, the use of the term "Deaf" in capital letters means a community that uses a signed language and shares a common culture. Therefore, people with hearing loss can be part of this community while a deaf person not using that language will not be part of it (ORC Worldwide, 2009). It is also pertinent to point out that there are over a hundred sign languages in the world and they all have different characteristics. In Canada, people mostly use two signed languages, American Sign Language or Quebec Sign Language. However, we must remember that not all people with a hearing loss use sign language. Besides, it is also wrong to believe that these people cannot communicate orally (Canadian Hearing Society, 2013).

Despite the distinctions between different categories of people with a hearing loss, it must be emphasized that this type of disability can affect all Canadians, regardless of age, gender, ethnicity, place of residence, training or socioeconomic status (the Canadian Encyclopedia, 2006).

In regards to factors that could influence the effects of hearing loss, there is the level of hearing loss, the type of hearing loss, age, a person's attitude, the attitude of the community and personal experiences (the Canadian Encyclopedia, 2006; Canadian Hard of hearing Association, 2008).

1.2. Signs

The person with a hearing loss can (Canadian Hearing Society, 2013 b):

- Speak louder than necessary
- Ask other people to repeat often
- Have difficulty hearing and understanding a message
- Favors listening with one of the ears
- Listen to loud television or radio
- Experience difficulty communicating on the phone
- Avoiding social events or conversations in groups
- Take a long time to answer someone
- Hear ringing or noises not heard by anyone else

1.3. Types

1. **Conductive hearing loss:** Hearing loss type that affects the outer ear or middle ear, preventing sound transmission. The parts of the ear that are normally affected are the ear canal, the eardrum or the ossicles. Conductive hearing loss is rarely severe or profound and can often be corrected through a hearing aid, surgery, medication or other accommodations. Sometimes, this type of hearing loss is temporary (Canadian Hard of Hearing Association, 2008; The Canadian Encyclopedia, 2006, MED-EL, 2015).

2. **Sensorineural perception deafness:** This type of hearing loss is usually permanent and affects the inner ear. This is the most common type of hearing loss. Sensorineural hearing loss is characterized by a damage or a lack of hair cells in the cochlea. This type of hearing loss can be of all levels. People with this hearing loss will have difficulty with the sound reception and understanding of messages. It is possible to correct this type of hearing loss with various accommodations depending on the level. For those who have sensorineural hearing loss ranging from mild to severe, it may be possible to use hearing aids or middle ear implants. For people with severe or profound sensorineural hearing loss, using cochlear implants is an option (Canadian Hard of Hearing Association, 2008; The Canadian Encyclopedia, 2006, MED-EL, 2015).
3. **Mixed hearing loss:** Persons with this type of hearing loss have both a conductive hearing loss and a sensorineural hearing loss. The parts of the ear affected are the middle ear and the inner ear. Mixed hearing loss is usually severe or profound (MED-EL, 2015, Canadian Hearing Society, 2013 c).
4. **Retrocochlear deafness:** Type of hearing loss that affects the inner ear. Retrocochlear deafness is often placed in the same category as sensorineural perception deafness as it is difficult to distinguish. This hearing loss is marked by a missing or damaged auditory nerve. In this case, the level of hearing loss is deep and permanent. In addition, there are few solutions to correct this condition. The only solution that can sometimes be possible is an auditory brainstem implant. All other forms of accommodations are unnecessary because the problem is not that the person is unable to detect the sound, but rather to interpret the messages received by transferring them to the brain (The Canadian Encyclopedia, 2006, MED-EL , 2015).

1.4. Levels

In addition to the types of hearing losses, there are also different levels of hearing losses. These levels are classified according to the number of decibels (dB) necessary for a person to hear. Typically, when a person can only hear sounds that are 25 dB, this person is considered to have a hearing loss (The Canadian Encyclopedia, 2006). The table below shows the different levels of hearing loss and a brief description to explain the significance of each of these (The Canadian Encyclopedia, 2006; Make Medicare Work Coalition, 2012; Canadian Hard of Hearing, 2008):

Hearing loss levels	
Light (loss between 25 and 40 dB)	<ul style="list-style-type: none"> • They cannot interpret 25 to 40% of oral messages. • They have difficulty hearing when someone does not speak loudly or in a noisy environment. • They do not hear sounds from a distance

	<ul style="list-style-type: none"> • These people may use hearing aids or other accommodations to address their hearing loss. • They are considered a person with light hearing loss.
Moderate (loss between 41 and 70 dB)	<ul style="list-style-type: none"> • They cannot interpret 50 to 70% of oral messages. • They may have difficulty hearing in ordinary conversation and people usually have to speak louder so they can hear • They can participate in a conversation at a distance of 3 to 5 feet. • People must use hearing aids to address hearing loss. • These people are considered persons with moderate hearing loss.
Severe (loss between 71 and 90 dB)	<ul style="list-style-type: none"> • They may not interpret between 70 to 100% of oral messages. • They can sometimes have a conversation with one person if the environment is quiet. • Difficulty understanding a person even if they talks loudly. • Difficulty understanding spoken messages on the phone. • People have to use hearing aids and often have surgery for hearing implants. • These persons are considered hard of hearing or deaf
Deep (loss of 91 dB and above)	<ul style="list-style-type: none"> • They do not hear at all most of the time. • They can sometimes hear enormously loud sounds or pick up the vibrations of the latter. • Surgical procedures can be helpful, but usually cannot compensate for the hearing loss of the person. • These people are considered deaf.

1.5. Causes

Main causes of hearing loss (Canadian Hearing Society, 2013 c)	
1. Causes related to conductive hearing loss	<ul style="list-style-type: none"> • Infections in the ear or in the middle ear duct • Fluid in the middle ear • Accumulation of wax in the ear • Damage to the eardrum • Dislocation of the ossicles • Diseases (eg, tumors, otosclerosis, etc.)
2. Causes of sensorineural and retrocochlear deafness	<ul style="list-style-type: none"> • Presbycusis (progressive hearing loss linked to aging) • Excessive exposure to noise • Viral or bacterial infections (rubella, cytomegalovirus, etc.) • Some types of drugs • Heredity • Acoustic neuroma (a form of tumor that affects hearing) • Meniere's disease (disease affecting the inner ear)

Besides these main causes associated with different types of hearing loss, there are other reasons that can cause hearing loss. Indeed, hearing impairments may be related to congenital reasons such as prematurity, low weight at birth, oxygen deprivation, injury during childbirth and the use of drugs or alcohol during pregnancy. Hearing loss can also be linked to causes after birth such as malnutrition, head injuries and certain diseases (thyroid dysfunction, renal and vascular diseases, etc.) (The Canadian Encyclopedia 2006).

Finally, it is also relevant to point out the tinnitus, a condition not always considered a direct cause of the hearing loss, but is nevertheless often associated with it. People with tinnitus will perceive a sound not from an external source and is not noticeable by others. These sounds may take the form of whistling, ringing or pulsations. The symptoms of tinnitus can occur suddenly or gradually in one or both ears. In addition, some people will hear sounds constantly while others only occasionally. Tinnitus may manifest itself as hearing loss, but also a difficulty to tolerate noise. This condition can have a significant impact on communication,



concentration and sleep. Still, it is possible to reduce or eliminate tinnitus using different measures depending on the case (Hospital of the University of Montreal, 2013).

1.6. Statistics

In Canada, the number of people 15 and older with a hearing loss is estimated at 1,266,120 (5% of the population). Of these, about 83 000 are deaf or deafened and about 357,000 have a severe hearing loss. In the Maritime provinces, the population 15 and older with a hearing loss is around 122 900. Of this, 10,000 are people who are deaf and 35,950 people with severe hearing loss (Statistics Canada 2008).

Statistics on hearing loss also reveal that this disability is closely related to age. Moreover, the number of people with hearing loss increases gradually from the age group of 35 to 44. With the aging population, it is undeniable that the proportion of people with a hearing loss will continue to increase (Statistics Canada 2009).

With respect to differences by gender, we see that men are more affected by hearing loss than women. However, the gap between the genders decreases significantly with age (The Canadian Encyclopedia, 2006).

Of all people with a hearing loss in Canada, most of them (83%) reported having a mild hearing loss. Moreover, statistics confirm that 60% of Canadian adults with hearing disabilities have some hearing loss (Statistics Canada 2009). In addition, an estimated 90% of people with hearing disabilities are able to communicate effectively when utilizing appropriate adaptation measures (Canadian Hearing Society, 2013).

Nationally, about 47.3% of persons with a hearing loss of working age (15 to 64) are on the labor market. The others were either on Employment Insurance (5%), unemployed (23.5%) or retired (23.3%) (Statistics Canada, 2009).

In terms of education, statistics show that about 45% of people with a hearing loss had completed postsecondary education, whether at college or university level (Statistics Canada 2009). In this sense, we find that they are often educated and they can be an important source of skilled labor.

2. Challenges

When comes the time to integrate into the labor market, people with a hearing loss face several challenges. Indeed, there are many barriers that can have a significant impact on the inclusion of this group of workers. The list below shows the following:

Attitudinal Barriers: These refer to various forms of discrimination experienced by people with a hearing loss in the workplace. In this sense, these barriers are invisible, making them often difficult to overcome. About 10% of



people with hearing loss said they were victims of some form of workplace discrimination such as being denied a job or promotion (Canadian Hard of Hearing Association, 2008; Government of Ontario Ministry of Economic Development, Employment and Infrastructure, 2008; Statistics Canada, 2009).

Communication barriers: Communication can be a major challenge for this group of employees. A popular belief is that the majority of people with hearing loss use sign language and lip reading. People who read lips, it must be emphasized, can often only understand 25% of the messages. For those who use sign language, the challenge is simply to communicate with the rest of the staff who do not understand sign language. However, there are several people with hearing loss who use other modes of communication including verbal communication much like the hearing population. (Coda Link, 2010; Government of Ontario: Ministry of Economic Development, Employment and Infrastructure, 2008).

Technological barriers: Another important challenge for people with a hearing loss is that they do not always have access to accommodations in the workplace (Canadian Hard of Hearing Association, 2008).

Organizational barriers: Barriers that are primarily associated with the procedures and the organizational functioning of a company. For example, many employees with a hearing loss are in positions that do not reflect their skills. Moreover, statistics show that a third of these people are struggling to make progress in a company or change jobs. Some workers who develop hearing loss later in adulthood are often forced to take early retirement as the organizational structure does not allow them to work effectively within their workplace (Association Canadian Hard of hearing, 2008; Statistics Canada, 2009).

Physical barriers: Includes all barriers related to the physical environment of an organization. Among other things, this can include signs and visual alarms, amplifiers sounds or all other elements related to the workspace (Government of Ontario Ministry of Economic Development, Employment and Infrastructure, 2008).

In addition to these major barriers, people with a hearing loss may also face other obstacles that are mainly related to their disability. Indeed, the hearing loss itself can be a challenge for the worker. For example, it says that a third of people with a hearing loss will be limited in the amount and type of work they can do (Canadian Hearing Society, 2013). For about 22% of these employees, their disability will affect the number of hours they are able to work (Statistics Canada 2009).

For many people with hearing loss, a major challenge is that they will have another limitation that will add to their disability. According to Statistics Canada (2009), there are only 13% of people with a hearing loss that only have this condition while the remaining 87% will have at least another limitation (mainly mobility, agility and pain).

3. Benefits

As mentioned in the Business Case on hiring people with disabilities, recruiting and retaining this pool of



candidates can generate numerous business advantages. People with significant hearing loss are no exception to the rule. Their integration within a team can be greatly beneficial to the company, other employees and also to customers. So as a reminder, here they are:

- 1. A new workforce:** In a labor market in constant evolution, employers must face the lack of skilled labor available (Buccigrossi, Pfeffer and Robinson, 2003), the aging population and the growing number of young workers leaving the province to work elsewhere in Canada (Martel, Caron-Malenfant, Morency, Lebel, Bélanger and Bastien, 2012). Employers can meet this challenge by turning to diversity and inclusion, including the hiring of people with hearing loss. There are about 60,000 persons with disabilities of working age (15 to 64) in the province. (Government of New Brunswick: Department of post-secondary education, Training and Labour, 2013; CNIB, nd).
- 2. The cost of accommodations:** Employers are often concerned about the accommodations and mainly by their costs. However, studies show that their cost is relatively low, generally between 0 and \$ 600. This amount is very little when we know what the employee can bring in terms of profits. The accommodations usually increase the productivity and efficiency of both the employee and the organization. Note that the majority of workers with disabilities do not need accommodation (The Conference Board of Canada, 2013).
- 3. Health and safety costs:** Employers tend to believe that people with disabilities generate exorbitant costs of health and safety. However, studies show that the costs are similar for employees with disabilities. This group has no more accidents than other staff members and no more recourse to compensation for accidents at work. So there is no link between disability and the costs related to health and safety in the workplace (The Conference Board of Canada, 2013).
- 4. Legal costs:** These refer to the potential costs arising from legal conflicts between the individual and his employer, which may occur as a result of a lack of accessibility, accommodations or human rights violation. Again, studies have shown that there is no more incidence of legal conflict with a person with a disability compared to another employee (The Conference Board of Canada, 2013).
- 5. Performance and Productivity:** Performance and productivity are among the skills particularly sought by employers. People with disabilities do not necessarily perform better in terms of production and performance, but they are equal to others. If well integrated into the labor force, they can work at the same speed and become reliable and competent employees contributing fully to the success of an organization (Work Without Limits, n.d.; Creative Workforce Solutions, n.d.; Government of Canada: human resources and skills Development Canada, 2013).
- 6. Absenteeism and safety:** Studies by DuPont and DePaul University reveal that people with disabilities have excellent attendance rate. In addition, they work safely and are not hurt more often than other

staff (Premier's Council on the Status of Disabled Persons, n.d.; Creative Workforce Solutions, n.d.).

7. **Staff turnover:** Turnover and employee retention are issues on which employers must seriously pay attention. When an employer manages to retain its employees, it can save considerable sums in recruitment, orientation and in several other spheres of its activities (The Conference Board of Canada, 2001). People with disabilities generally keep their jobs longer than other employees (Deloitte, 2010; Government of Canada Human Resources and Skills Development Canada, 2013).
8. **Innovation and adaptability:** Because they are constantly finding different and creative ways to go about their daily activities, people with disabilities enable an organization to achieve considerable progress in innovation. Therefore, these employees can help promoting openness, change and progress, bringing new ways of thinking, innovative perspectives and more creativity in the work force. A competitive organization in terms of innovation and capacity to evolve manages to better serve its customers by offering better products or services.
9. **The impact on all staff:** A diverse group can promote different viewpoints and influence the entire staff to be creative and innovative. The arrival of people with disabilities in the workplace contributes to makes all staff more open to changes. Their inclusion into a team greatly improves morale and employee satisfaction, teamwork and motivation of the group (North East Community Partners for Inclusion, 2005).
10. **Public image and reputation:** The inclusion of people with disability in the workforce can greatly improve the public image and reputation of an organization. When hiring an individual with a disability, a company demonstrates that it is open to diversity. A company oriented towards inclusion can reach a diverse and intelligent customer base. Employers can raise the goodwill of their business, as well as its image. Moreover, the hiring of people with disabilities promotes universal access, which can be profitable for other employees as well as customers.
11. **Purchasing power:** In Canada, people with disabilities represent approximately 13.4% of the population, and have a potential purchasing power of over \$ 25 billion. Including this group in the workforce is therefore good for the economy. In addition, people with disabilities can have a great influence on their families for their choices as customers. Promoting inclusion makes it possible to reach people with disabilities and their families, making them loyal consumers (The Conference Board of Canada, 2001).
12. **Human Rights:** For some respecting values such as equality, diversity and inclusion are valid reasons for hiring people with disabilities. Recruitment of these persons and other minority groups demonstrates that employers promote non-discriminatory practices and they convey values based on human rights.

4. Communication

Tips for Communicating with people with a hearing loss:

- Check with the person to find out how they prefer to communicate! Do not assume that all people with a hearing loss know sign language or lip reading. (Virginia Commonwealth University, n.d.).
- Look directly at the person when you communicate. This may also allow the person to more easily read lips, see your expressions and your body language (Creative Workforce Solutions, n.d.).
- When both parties agree, consider using written communication instead oral communication (Canadian Hearing Society, 2013 d).
- Speak clearly and use your usual tone of voice. You do not need to shout even if the person has a hearing loss (Canadian Hearing Society, 2013 d)
- Do not hesitate to use body language to facilitate communication (Canadian Hearing Society, 2013 d).
- Be in close proximity to the individual with a hearing loss in order for them to see and hear you more effectively. (Canadian Hard of Hearing Association, 2008).
- If possible, try to have conversations in a quiet environment. Also, try to eliminate distractions when you contact the person (eg radio, television, music, etc.) (Canadian Hearing Society, 2013 d).
- Consider the use of open questions as often as possible. This way, everyone can be sure to have understood the message (Virginia Commonwealth University, n.d.).
- When possible, give the individual paper copies of presentations or conferences notes (National Technical Institute for the deaf, has n.d.). In an interview, also provide hard copies of the questions you will ask (National Technical Institute for the deaf, n.d., b).
- Avoid eating food, chewing gum or put your hands near your mouth when you speak (Creative Workforce Solutions, n.d.; Make Medicare Work Coalition, 2012).
- During a conversation with a person with a hearing loss, make sure the room is well lit and you face the light (Creative Workforce Solutions, n.d.).
- Ask the person how they prefer to communicate with you outside the work environment (eg phone, email, text messages, etc.) (Virginia Commonwealth University, n.d.).
- In a group conversation, make sure the person is looking at you before you speak and avoid talking all at

once (Canadian Hard of Hearing Association, 2008).

- When the person uses the services of an interpreter, allow enough time to fully convey your message to the person with hearing loss (Canadian Hearing Society, 2013 d).
- If the person uses the services of an interpreter, be sure to speak directly to the person, not the interpreter (Creative Workforce Solutions, n.d.). Also, place the interpreter next to you in order to allow the individual to more easily follow the conversation (National Technical Institute for the deaf, n.d., c).
- When calling a person with a hearing loss, let it ring longer. Before you start the conversation, identify yourself clearly and be sure to indicate the reason for your call (Creative Workforce Solutions, n.d.).
- Be patient and do not hesitate to repeat when the person does not understand your message. Allow time to be fully understood and for the person to respond (Canadian Hearing Society, 2013 d).
- Do not monopolize the conversation by giving the chance to the person to make sure she understands your message (Canadian Hearing Society, 2013 d).
- Stay calm and relax! Communicating with a person with a hearing loss is not complicated! If you have questions or do not know how you go about communicating, do not hesitate to ask the person and she can help you (Creative Workforce Solutions, n.d.)

5. Accommodations

People with hearing loss are employees like any other! They can therefore perform the same tasks and occupy the same positions as all other workers. But sometimes they may need adaptation measures in order to work to their maximum potential, which is also the case for a good number of other employees in a workplace.

When the accommodation process is initiated, the first step is to analyze the position held by the person. The employer must then assess the challenges of the position that are directly related to the hearing loss of the person. The ultimate goal of this process is to be able to establish an accommodation allowing the worker to do his job well (Canadian Hard of Hearing Association, 2008).

Having identified the challenges, the employer lists the possible options for accommodations. He can then try these strategies to ultimately set up or the most efficient adaptation measures from the options (Canadian Hard of Hearing Association, 2008).

Another very important element to consider in the accommodation process is the collaboration between the employer and the person who needs an accommodation. Indeed, this process is much more effective when both



parties are actively involved in order to find the best possible solution, and this for both the employer and the employee (Canadian Hard of Hearing Association, 2008; Canadian Manufacturers & Exporters nd).

Finally, it must be stressed that the process of accommodation is continuous and that the success of it depends largely on reevaluation by the employer as well as feedback from the employee (Canadian Manufacturers & Exporters, n.d.).

Possible accommodations in the workplace for people with a hearing loss are numerous. The list below shows some examples of adaptation measures in three broad categories (Canadian Hard of Hearing Association, 2008; The Canadian Encyclopedia, 2006; National Technical Institute for the deaf, n.d., d; National Technical Institute for the deaf, n.d., e, Canadian hearing Society, 2013 e; Canadian hearing Society, 2013 f):

1. The position and duties:

- Allow a longer period of orientation
- A personal meeting with the person after a group conversation to ensure that the person understood
- Modified work hours
- Work from home
- Redistribution or restructuring tasks

* The adjustments or reductions in working hours (12%) and restructuring tasks (10%) are the most popular accommodations in this category (Statistics Canada 2009).

2. The resources, technology and tools:

- Phones with sound amplifiers and visual signals
- Allow the use of text messages
- Hiring the services of an interpreter when necessary (eg orientation, conference, meeting, etc.)
- Provide a copy of papers at conferences, meetings, etc.
- Movies or videos with closed captioning
- Real time subtitling system
- Assign a mentor
- Have a colleague handle the person in case of emergency situations
- Pagers
- Use email to communicate
- Ticker (and telephone relay systems) - TTY
- Computers
- Voice-text conversion software
- Microphones in conversations with large groups

- Caller identification service (Caller ID)
- Allow online chat for communication
- Video call or webcam
- Cochlear Implants
- Hearing aids
- Visual Alert System

* The most common accommodations used by persons with a hearing loss in this category are hearing aids (79%) as well as amplified telephones (35%) (Statistics Canada, 2009).

3. The physical environment:

- Installation of convex mirrors to better see people moving
- Visual Alarms
- Provide each employee with an identification tag with the title of his position
- Changing or improving lighting
- Directional signs
- Round or oval tables to facilitate communication
- Quiet workstation with few distractions (eg photocopiers, corridors, washroom, dining room, etc.)
- Noise-canceling walls and ceilings
- Choose less noisy equipment, appliances or machines
- Offices with walls and doors
- Visual signals for doors
- Establish specific lanes and regulations for vehicle traffic (eg stop, lights, etc.)

Overall, these accommodations all have as main objective to enable the person with a hearing loss to operate at full potential. Adaptation measures allow employees to be more efficient, productive and enjoy a higher job satisfaction, which in turn is a direct benefit to a company.

Conclusion

In conclusion, it is important to remember that people with a hearing loss are employees who can actively contribute to the success of an organization. While these workers may require adaptation, this reality is not really different for many other employees.

This document was intended to enable employers to better know the reality of people with a hearing loss in the workplace and recognize the many direct benefits to include these workers in a company. So we invite you not to hesitate to contact our office so that we can assist you in the hiring process for these people.

New Brunswick Employer Support Services



For more information, you can contact the New Brunswick Employer Support Services (NBESS). The NBESS offers free services to employers through consultations, presentations and training.

New Brunswick Employers Support Services

329 Champlain Street

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Ph : 506 858-9939

Toll free: 1 888 350-2202

Email: info@employersupport.nb.ca

Website: www.employersupport.nb.ca

Facebook Page: NB Employer Support Services / Services de soutien aux employeurs du N.-B.

Twitter: @NBESS_SSENB

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