

## Appendix D

## 3 Appendix D

### Optional Exercise

#### Case Studies in Reasonable Accommodation

##### Connor

The store manager of a large store that sells mechanical equipment, Connor loves his work and is very good at what he does. He has a knack for leading people and has achieved a solid track record of performance. He is knowledgeable in all aspects of the retail operation and inspires the trust of everyone he works with. He is excellent with customers and coaches others to help them improve their sales techniques.

Six months ago, while driving home from a party, Connor was in a car accident that left him with a spinal cord injury. Though his upper extremities have not been affected, this injury did affect his lower extremities and he now uses a wheelchair. After going through extensive physical therapy and rehabilitation, Connor feels he would like to consider returning to work.

You are Connor's district manager. He has requested a meeting with you to try to determine the next steps.

##### **Please discuss the following questions about this scenario:**

1. What might be some reasonable accommodations that could be appropriate for Connor?
2. Choose two of the accommodations you described above. For each, consider...
  - a. What might you need to do as a supervisor to ensure that these accommodations are in place and that they are effective?
  - b. What might be the cost of each of these accommodations? (an estimate is OK.)
3. Connor's yearly salary is \$40,000. According to research by the Saratoga Institute, it will cost about 1.5 times his annual salary to replace him if he leaves the job. This equals about \$60,000. By comparison, what would the reasonable accommodations cost? What is the difference?

## Case Studies in Reasonable Accommodation

### Gerald

The principal of a large high school, Gerald is proud of his accomplishments. He has gained the trust of everyone who works with him; he has created innovative new programmes for teachers' professional development; he has played a key role in major renovations in his school building. Six months ago, Gerald was referred for further testing when a routine medical test picked up something suspicious. A few days later, he heard the words no person wants to hear, "you have cancer".

After two months of surgery and chemotherapy, Gerald feels he would like to return to work, even though he still has some chemotherapy treatments left. You are the superintendent of his school district and he has asked to meet with you to discuss his return to work.

#### **Please discuss the following questions about this scenario:**

1. What might be some reasonable accommodations that could be appropriate for Gerald?
2. Choose two of the accommodations you described above. For each, consider...
  - a. What might you need to do as a supervisor to ensure that these accommodations are in place and that they are effective?
  - b. What might be the cost of each of these accommodations? (an estimate is OK.)
3. Gerald's yearly salary is \$60,000. According to research by the Saratoga Institute, it will cost about 1.5 times his annual salary to replace him if he leaves the job. This equals about \$90,000. By comparison, what would the reasonable accommodations cost? What is the difference?

## Case Studies in Reasonable Accommodation

### Cindy

At age 50, Cindy was at the top of her game – quite literally. The coach of a highly successful women’s basketball team in a large university, Cindy’s work was her life. Being in the field of physical education, Cindy had always prided herself on her health. So she was shocked when she found out that the fatigue she was experiencing was not just over-work. It was Type II diabetes.

After taking two weeks off to adjust to her new set of life circumstances, Cindy has requested a meeting with you, the university’s athletic director, to discuss a return to her job.

#### **Please discuss the following questions about this scenario:**

1. What might be some reasonable accommodations that could be appropriate for Cindy?
2. Choose two of the accommodations you described above. For each, consider...
  - a. What might you need to do as a supervisor to ensure that these accommodations are in place and that they are effective?
  - b. What might be the cost of each of these accommodations? (an estimate is OK.)
3. Cindy’s yearly salary is \$60,000. According to research by the Saratoga Institute, it will cost about 1.5 times her annual salary to replace her if she leaves the job. This equals about \$90,000. By comparison, what would the reasonable accommodations cost? What is the difference?

## Case Studies in Reasonable Accommodation

### Gail

As an administrative assistant in a training consulting firm, Gail found herself at the center of many of the team's projects. She scheduled trainings, tracked training projects, entered evaluation data and served on several committees. One day, while helping to load boxes of books for a training session, a box fell from a top shelf and hit her head with force enough to render her unconscious. Co-workers called an ambulance and she was admitted to the hospital. Tests revealed a major concussion.

As with most brain injuries, the extent of the impact on her functioning was unclear during the initial days of her injury. But gradually, over the next 3 – 4 weeks, Gail regained more and more of her previous level of function.

Now after two months, Gail would like to attempt to return to work. You are her supervisor and she has requested a meeting with you to discuss her re-entry into her previous job.

#### **Please discuss the following questions about this scenario:**

1. What might be some reasonable accommodations that could be appropriate for Gail?
2. Choose two of the accommodations you described above. For each, consider...
  - a. What might you need to do as a supervisor to ensure that these accommodations are in place and that they are effective?
  - b. What might be the cost of each of these accommodations? (an estimate is OK.)
3. Gail's yearly salary is \$35,000. According to research by the Saratoga Institute, it will cost about 1.5 times her annual salary to replace her if she leaves the job. This equals about \$53,000. By comparison, what would the reasonable accommodations cost? What is the difference?

## Case Studies in Reasonable Accommodation

### Sandy

A lab technician at the biotechnology department of a major university, Sandy loved every aspect of the research process. She had moved beyond her original role as a data entry technician and was now involved in many aspects of the research process, from collecting data to reporting findings. She did most of her work at the computer, but also participated in lab research, including running samples through analysis and setting up a lab for an experiment.

Her severe back pain came on very suddenly and her doctor told her she had a musculoskeletal disorder of an unknown origin. But even though she could not explain the cause, one thing was apparent: it was a major disrupting factor in her life and it did not seem likely it was going away. After taking four weeks off work and seeing several doctors, she still did not have any solid answers about what she could do to get her life back on track. But she decided that, no matter what the cause or solution to her problem, returning to work was a necessary part of her healing. She just wanted her life to get back to normal. That is why she contacted you, her supervisor, to discuss what could be done to help her return to work.

#### **Please discuss the following questions about this scenario:**

1. What might be some reasonable accommodations that could be appropriate for Sandy?
2. Choose two of the accommodations you described above. For each, consider...
  - a. What might you need to do as a supervisor to ensure that these accommodations are in place and that they are effective?
  - b. What might be the cost of each of these accommodations? (an estimate is OK.)
3. Sandy's yearly salary is \$35,000. According to research by the Saratoga Institute, it will cost about 1.5 times her annual salary to replace her if she leaves the job. This equals about \$53,000. By comparison, what would the reasonable accommodations cost? What is the difference?