AWARENESS 4CHANGE

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Module 3

Practical activities

Circle of trust - Exercise:

Introduction:

The Circle of Trust is a tool that can be used both individually and for groups to see how diverse the group of people you trust is. This tool helps to uncover unconscious, affinity bias.

Time frame: 30 min
Materials: Can be done digitally and physically with pen and paper.

Learning objective:

What is Unconscious Bias?
Unconscious biases, also known as implicit biases, are the underlying attitudes and stereotypes that people unconsciously attribute to another person or group of people that affect how they understand and engage with a person or group.

What is Affinity Bias?
Affinity bias, also known as similarity bias, is the tendency people have to connect with others who share similar interests, experiences and backgrounds.

Step 1
Choose 5 of your "go-to" people at work/school/another group - think of them as your inner circle - the people you consider trustworthy and whose counsel you seek in making decisions.

Step 2
Once this is done, create 9 columns on a piece of paper.

Step 3
In the first column write your five trusted names.
Then add the other columns: Gender, Hobbies , Race/Ethnicity, Age, Education Level, Nationality, Skills, and Native Language.

Step 4
Now place a tick [x] in the first column: gender. Place a tick for everyone that defines themselves as the same gender as you.

Step 5
Continue with the same for all of the columns: e.g. "if you are female and the people you trust also are then you should have an [x] in that whole column".

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Step 6

Reflection

When having done the whole exercise ask the participants to reflect on their circle

- no one has to share any details
- the focus here is on what their results made them think about.
- The results of the exercise lead well into a reflection or an open discussion.

Examples of reflection questions are:

- If you are male, are most of your trusted male too? If you are female, are the majority of your trusted females? Do those you trust look similar to you in age or race or education level? Are the majority of your same nationality?
- How diverse is your circle of trust?
- How might you diversify your inner circle of confidants?
- In regards to a business strategy, how might embracing diverse perspectives, have an impact on: customer empathy? worldview of markets? potential customers? opportunities? possibilities….? What else?

Our closest advisors and those we rely on most for sound insight are often an unconscious mirror of ourselves. For example: If religion is a value in life, we may tend to trust other people of the same religion because we feel we have a set of common 'underlying' values that mirror each other.
It can be the same for gender, age, etc but if we move our circle of trust wider to include people that don't mirror ourselves the patterns might change to be more inclusive.

Step 7

Facilitation Note

It is important for this exercise to be accompanied by a facilitator that can moderate the reflection in the end.

Step 8

To explore more about Unconscious Bias here are a few resources:
https://asana.com/resources/unconscious-bias-examples
https://fellow.app/blog/human-resources/unconscious-bias-examples-and-ways-to-avoid-them/
Want to assess which biases are most likely to affect you? Take Harvard's Implicit Association Test—to figure out which of your individual perceptions are most likely to be governed by unconscious biases. Armed with that information, you can take proactive steps to address them on a personal basis.

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Source:

https://toolbox.hyperisland.com/the-circle-of-trust-unconscious-bias
Curated with Hyper Island's Digital Media Creative 2021 students (Intersectionality Group).
Tool designed by William Ek-Uvelius (Hyper Island Digital Media Creative 2021 student), 'Unconscious Bias: The Affinity Bias', Catherine Louis, https://podojo.com/unconscious-bias-the-affinity-bias/ 'A-ha' activities for unconscious bias training', Felicity Menzies, https://cultureplusconsulting.com/2018/08/16/a-ha-activities-for-unconscious-bias-training 'Who's in your Top Ten?', Tamryn Batcheller-Adams, https://www.tomorrowtodayglobal.com/2019/03/05/whose-in-your-top-ten/ 'The trusted ten', Alyssa Ordu https://members.hustlecrew.co/the-trusted-ten/ Lecture with Hedvig Ahlberg, Panimation TV, 28/10/2020

Case studies for workplace equipment:

Content: 45min,
Method: face to face, case studies and discussion.

Procedure:

1. Show film: https://www.youtube.com/watch?v=5565GDipPHw
2. Divide participants into small groups of 3-4 participants and hand out a case study (work design sheet) to each group.
3. Ask participants to think about possible adjustments for 15 minutes.
4. Present the results in plenary
5. Distribute resolution (what was done)
6. Discussion in small group 5 min
7. Discussion in plenary:
    a. Do we agree with the case management presented?
    b. What would we have done differently?

Case study 1
Work design and qualification in the field of material handling.

Company:
The medium-sized company produces baking mixes and goods.

Employee's disability and impairment:
The man has profound hearing loss. Without hearing aids he is no longer able to perceive acoustic information, e.g. spoken language and signals. The hearing aids used are professionally approved for noise areas, amplify speech very strongly (around 75 dB), for example, and attenuate background noise. The man can also communicate using sign language.

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Education and occupation:
The man is a trained baker. He was newly employed and has recently started working for his current employer as a production helper.

Workplace and work task:
The employee works in shifts in the production area. His task is to pour the raw materials delivered in bags on pallets into the supply hoppers of the set-up machines. The employee carries out this heavy lifting and carrying work during the entire shift, as he does not have a forklift driving licence and is therefore not allowed to drive a forklift truck in the company. The physical activity puts a lot of strain on him, and in addition he has to be constantly taken into consideration when planning the employees' deployment, as it is not possible to use the employee flexibly to transport materials.

What was the challenge?
The new employee is hard of hearing and could not be used for material transport with the forklift truck because he did not have the necessary qualifications. In addition, he was not able to see certain transport routes and areas sufficiently to avoid hazards.

What was done:
In order to be able to deploy the employee flexibly, the company offered the employee to acquire a forklift driver's licence (certificate of competence to drive industrial trucks) according to the regulations of the employers' liability insurance association. A sign language interpreter was required for the period of training as a forklift driver. By acquiring the forklift driver's licence, the heavy lifting and carrying work could be reduced and the employee could be fully integrated into the work group. Due to the obstructions, three spherical and two flat mirrors had to be installed at the crossroads and junctions to prevent accidents, so that the employee has a good view of the traffic routes. In the area of the entrance to the sifter department, two silos had to be dismantled due to the unclear space conditions, so that clear traffic routes could be created. Another passageway from the classifier to the warehouse was secured with a demand-controlled automatic rotating beacon because of the poor visibility and the complete lack of a place to hang a mirror. The quiet electric forklift truck available in the company is equipped with a large rear-view mirror and can thus be used well by the employees. It was agreed that the employee's driving licence would be limited to the secured area of the classifier plant and the associated warehouse with the loading station.

Aids used - displays of products:

- Behind-the-ear hearing aids
- Power-driven industrial vehicles for lifting and transporting material (forklift trucks)

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Case study 2
Work design for a work planner at SMS Group.

Company:
The company employs about 14,000 people worldwide and about 4,500 in Germany and is active in the steel and metal industry (e.g. metallurgy, forming, finishing and maintenance / servicing), machine production with pre-assembly of components and plant construction. An inclusion agreement has been concluded to ensure equal employment opportunities and support for people with disabilities.

Disability and functional limitation of the employee:
The man has a visual impairment with visual limitations which further increased. He can therefore only perceive optical information to a limited extent. The GdB (degree of disability) is 50.

Education and occupation:
The man works as a work planner in the work preparation department for mechanical production and was previously employed by the company as a CNC boring mill lathe operator with additional qualifications.

Workplace and work organisation:
The employee works at a computer workstation in the company and also in the context of mobile working at home at his computer workstation there for work preparation for mechanical production. In this context, his tasks include the following:

- Planning operations, work sequences, work processes and operating resources
- Checking existing work plans for improvement potential and developing proposals
- create programmes for the production of workpieces for the respective machine
- Calculate and determine standard times for production
- Carry out cost calculations for production
- Suggest the use of new machining processes
- Implement test specifications and customer requirements
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What was the challenge?
The man has a visual impairment, which is why he can only perceive optical information to a limited extent during his work.

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What was done?
In order for the person preparing the work to be able to work at the computer workstation in the office and at home in a disability-friendly way, these are each equipped with two large screens that can be positioned at the optimal viewing distance via monitor swivel arms - while assuming an ergonomic working posture. Only one laptop is used at the screen workstations, which can be plugged into the respective docking station at the respective workstation. Furthermore, it is not the keyboard of the laptop that is used, but rather an illuminated so-called large character contrast keyboard with dimmable keys for optimal recognition, which is connected to the docking station at both workstations. In order to be able to perceive the contents on the screens, the work preparer uses magnification software installed on the laptop. With the help of the special software, the work preparer can see the screen contents enlarged and with higher contrast on the screens. For reading paper documents or technical drawings, the preparer uses a mobile screen reader or electronic magnifier for magnification.

In order to determine which aids can be used, a trial of aids took place in a vocational training centre for people with visual impairments and blindness. The actual training for the use of the magnification software and electronic magnifier then took place at the workplace.

The workplace in the office and for mobile working at home was equipped as follows to make it suitable for people with disabilities:

- Two large screens each
- monitor swivel arms for the large screens for optimal positioning in the visual space
- a laptop with magnification software for a higher-contrast and magnified display on the large screens
- one docking station each for connecting the laptop and other hardware
- a large character contrast keyboard for optimal recognition of the keys
- an electronic magnifying glass for enlarging the contents on documents and technical drawings

Tools used - displaying the products:

- Special output software (magnification software)
- Video systems with image magnification (screen readers)
- Fixed positioning systems (monitor swivel arms)
- Keyboards (large character keyboards)

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Case study 3
In-company work training for an employee in production.

Company:
The company is a medium-sized chocolate producer with about 200 employees. The company wanted to dismiss a female employee with a severe disability.

The employee has a disability and functional limitations:
The woman has a mental illness. She reacts very anxiously and insecurely to new, changed, complex and stressful situations (performance and time pressure). Therefore, due to her disability, she should be employed for simple, repetitive and clearly structured activities. The GdB (degree of disability) is 50.

Education and occupation:
The employee attended a special school. Subsequently, she worked as a kitchen assistant in a home for the elderly. She has been employed by her current employer for many years.

Workplace and work task:
The woman was originally employed at a workplace where she cleaned the moulds for chocolate. She was able to carry out this simple activity without time pressure. Due to an emerging allergy to the cleaning agent, she could no longer be employed at this workplace. She was therefore transferred by the company to the production line. One of her tasks here is to turn the chocolate bars while the production line is running. The fast pace of the production line, combined with her own insecurity about doing something wrong, made the work on the line a great strain for the employee and her colleagues. The employee was therefore threatened with dismissal as there was no other employment opportunity for her in the company.

What was the challenge?
The woman has a mental illness and a learning disability, which is why she reacts anxiously and insecurely to stressful situations.

What was done?
A specially trained work trainer was called in and carried out company work training with the woman in order to avoid dismissal.

Workplace training:
As the running business does not allow to address the fears and insecurities of the employee and to avoid dismissal, a solution had to be found to maintain the employment relationship. A specially trained work trainer / job coach was called in on the advice of the integration service. Her task was to qualify and train the woman for the job within a certain period of time by means of company work training (job coaching) directly on the production line. The job coach visited the employee once or three times a week on the production line - usually such a job training is carried out in a period of three to six months, with 40 to 80 training hours. In the discussion with the

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employee it turned out that she wanted clear work instructions without her own scope for decision-making. Since the end of the work training, the employee has fulfilled the qualitative and quantitative requirements at her workplace, which leads to a high degree of self-affirmation and job satisfaction. Should problems nevertheless arise, the integration service can be called in again at any time.

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Case study 4
Reintegration for a civil engineer at a transport company.

Company:
The transport company operates bus as well as train lines at several locations and employs over 750 people.

Employee's disability and impairment:
The man has paraplegia after a private accident and is dependent on the use of a wheelchair. The function of his arms and hands are also limited due to the accident. He can move independently on level and paved ground with a push-rim wheelchair. The man has a GdB (degree of disability) of 100. After the accident or after medical rehabilitation, the man was gradually reintegrated.

Education and occupation:
The man is a civil engineer and has been employed by the company for several years in a managerial position in the construction department for the railway sector.

Workplace and work organisation:
He works as head of department mainly in an office at a computer workstation in the company's head office, which is accessible at ground level. Another workplace or computer workstation was located about 51 km away in a branch office, where he was present two to three days a week. From both workplaces, he organised and managed the specialist department with his employees. Due to the impairment of the upper limbs, certain office equipment, such as the copier outside the office, the files, the telephone and the keyboard, could no longer be used or could only be used to a limited extent.

Where was the challenge?
The civil engineer is dependent on a wheelchair after a private accident. He has also had reduced strength in his arms and hands since then. He worked in an office in the main office and in a remote branch office of the company. Both workplaces were not

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designed in a way that was suitable for people with disabilities, and the very long commute to the branch office caused additional stress.

What was done?
The employee was gradually reintegrated after the accident. The work was organised in such a way that he can only do it from his workplace in the main administration. He can reach the workplace at ground level with his car, which has been converted to manual operation, via a nearby car park. The workplace was equipped with the following features to make it handicapped accessible:

- speech input software
- a trackball
- a work table that can be moved underneath
- armrests
- aids for sorting and archiving paper documents

The commute to the field office could be avoided through organisational measures (meetings at the head office if necessary) and the extended use of technology (e-mail, call forwarding of the telephone, meetings via computer or video), so that the workplace is actually only located at the head office. The workstation there was equipped to compensate for the disability-related limitations (grasping space, motor skills, arm strength, etc.) with:

- a speech recognition software with voice input via a wireless headset,
- a connection to the telephone system via the wireless headset,
- a trackball as a substitute for a mouse,
- arm rests to support the weight of the arms,
- an electromotive stapler and hole punch for filing documents for the files and
- a compact multifunctional device for printing, scanning and copying for the desk.

Working environment and mobility:
The employee reaches the head office with a car converted to manual operation (brake and accelerator) with automatic transmission. The driving licence office and the TÜV (Technical Inspection Agency) have imposed corresponding requirements for driving the car. He gets to his workplace at ground level from a parking space designated for him near the entrance. On his office floor there is also an already existing toilet suitable for disabled persons.

Auxiliary means used - Show products:

- Toilets
- Washbasins
- Motor vehicle accessories and adaptations to control speed
- Wheelchairs with push rims on both sides
- Input software
- Computer pointing devices (trackball)
- Arm supports for manual activities

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- Work tables
- Aids for organising, sorting and archiving paper documents

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Case study 5
Work design for an assistant on a poultry farm.

Employer:
The company is a family business or poultry farm with 57 employees - five of whom have a severe disability. The poultry farm produces eggs and supplies them to wholesalers/retailers and weekly markets. The eggs come from their laying hens from floor and free-range management. The poultry farm has received awards for the quality of its products every year since it was founded over 20 years ago.
The company also has a farm shop that offers regional farm products (regionally grown food/products) in addition to its eggs.

Disability and functional limitation of the employee:
The woman has a learning disability and attention deficit hyperactivity disorder (ADHD). Her ability to understand and learn complex facts is limited - in general, she therefore needs more time to carry out activities. In addition, she has ADHD-related symptoms, such as a reduced ability to concentrate, a rapid loss of attention and easy distractibility. The woman is severely disabled and has a degree of disability (GdB) of 50.

Education and occupation:
The woman is a trained horticulturalist and works for the employer on a part-time basis with 18.25 hours per week as an assistant in the packaging area. After a trial period, during which her field of work and possible tasks were determined with the help of the integration service, she was taken on as an employee for a limited period of two years. This employment relationship can then be converted into a permanent one.

Workplace and work task:
The woman is mainly employed in the packaging area in a hall of the poultry farm. Her tasks there include

- folding approx. 800 - 1200 carton blanks into cartons per working day (in which the egg cartons are later packed),
- sealing the bottom of the cartons with adhesive tape,
- stacking the cartons, preparing them for packing and packing the eggs.
- packing the eggs.

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In addition, if necessary, she is also used as a helper to screen the eggs. In this way, for example, it can be determined whether the eggs are fertilised or unfertilised.

What was the challenge?
The woman has a learning disability and Attention Deficit Hyperactivity Disorder. Her ability to understand and learn complex facts is limited - in general, she therefore also needs more time to carry out activities due to a lower ability to concentrate and easy distractibility.

What was done?
The woman was employed in the packing area of a poultry farm. In order to compensate for a decrease in the quality and quantity of the work results, part of the work steps were automated by purchasing a box folding machine, which the woman operates.
Due to the disability, concentration and work speed continue to decrease throughout the working day, so that quality and quantity were negatively affected. In general, the employee is suitable for the activities - this was shown by the profile comparison carried out by the Integration Office with MELBA, i.e. the comparison of work ability with work requirements on the basis of certain characteristics and criteria. Because of the deterioration in work performance due to the disability, in terms of number of pieces and errors, a sub-task was automated by using a cardboard box folding machine that also seals the bottom with adhesive tape. The employee only has to fill the machine or the flat cardboard magazine and start the machine via an easy-to-operate panel or the switch there. The machine is stopped via an emergency stop switch, which is also located on the control panel. At the beginning, the employee was instructed and trained by colleagues over a longer period of time.

Aids used - displaying the products:

- Machines and equipment

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Case study 6
Vehicle adaptation for a delivery person at Deutsche Post DHL Group.

Company:
Deutsche Post DHL Group is a global logistics and mail communications company with around 570,000 employees in over 220 countries.
The Deutsche Post DHL Group includes Deutsche Post - as a company providing postal services throughout Europe and DHL - as a company operating worldwide in the fields

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of international express delivery, freight transport, e-commerce and supply chain management.
The company makes a positive contribution to the environment and society through, among other things, responsible action, targeted environmental protection measures and corporate citizenship.

Employee's disability and impairment:
The man has a hip joint disease. Due to his disability, physical strain caused by frequently getting in and out of a vehicle and climbing stairs should be avoided. The GdB (degree of disability) is 30. The man is on an equal footing with people with severe disabilities.

Training and occupation:
The man completed training with the company to become a specialist in letter and freight transport and works for the MAIL Lübeck branch.

Workplace and work task:
Every morning, the employee sorts letters and parcels at the delivery base according to their route before starting delivery by company vehicle. The short distances from the parked vehicle to the respective customer are covered on foot. The delivery area is located in a rural area with predominantly single-family homes, so that stairs rarely have to be climbed for delivery. Due to his disability, the employee had to get in and out of the car frequently and had to turn his upper body and hips to do so.

What was the challenge?
The delivery person for parcels and letters has a hip joint disease. Due to his disability, physical strain caused by frequently getting in and out of a vehicle had to be avoided.

What was done?
The company vehicle was equipped with a swivelling driver's seat, which minimises the strain. Due to the disability-friendly adaptation, the delivery person is still able to carry out his job full-time and without restrictions.

Aids used - Display of products:

- Motor vehicle seats and cushions and accessories and adaptations for sitting in vehicles (driver's seats).

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Case study 7
Vocational integration of a young person in a sawmill.

Employer:
The employer is the operator of a sawmill. The owner of the sawmill was looking for new employees and was willing to employ a young person with a severe disability after discussions with the specialist integration service.

Disability and functional limitation of the young person:
The young person suffers from epilepsy and also has a mental disability which leads to restrictions in learning and memorising as well as a reduction in the ability to grasp complex facts and problems. Due to the epilepsy, the occurrence of a seizure during working hours cannot be excluded. For this reason, special aspects of occupational health and safety must be taken into account when working on machines.

Transition from school to work:
The young person attended a special school with a focus on mental development. As his performance was clearly above average and his parents were against admission to a workshop for disabled people (WfbM), an attempt was made to find a regular employment relationship for the young person. In cooperation with the class teacher, a specialised integration service arranged a work placement for him in a sawmill. Following the internship, he was taken on as a permanent employee as a production helper and machine operator.

Workplace and work task:
The young person's workplace is in the production area of the sawmill. At the beginning of his employment, he was qualified and trained for six months by the specialised integration service within the framework of an in-company work training programme, after which he received further support and supervision. This phase lasted until the young man was able to cope at his workplace and with his colleagues on his own and independently.
The focal points of the young person's work include, for example:

- the removal and stacking of boards at the wood sawing machine,
- operating and monitoring the saw,
- cleaning and tidying up the plant.

What was the challenge?
Due to the young person's disability, special aspects of occupational health and safety had to be taken into account when operating the machines. Together they tried to find regular employment for the young person.

What was done?
The specialised integration service trained the young person for six months until he was able to cope independently with his colleagues and the demands of the workplace. The risk of seizures caused by epilepsy requires special occupational safety measures for

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machine operation. After a risk assessment by the employers' liability insurance association and a medical examination by a public health officer, the young person was permanently employed. Employers and colleagues were informed about what to do in case of disability-related seizures. Since the beginning of the employment relationship, however, such a case has not yet occurred. In addition, mobility or driving training was completed with the young person so that he can get to his workplace independently using public transport.

Work environment - mobility:
Mobility/driving training was provided with the young person to enable him/her to travel to the sawmill independently by public transport.

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