



Canadian Food
Inspection Agency

Agence canadienne
d'inspection des aliments

Canadian Food Inspection Agency (CFIA) Accessibility Plan 2026-2028



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Aussi disponible en français.

Message from the President of CFIA

I am pleased to present the Canadian Food Inspection Agency's (CFIA) 2026–2028 Accessibility Plan. Building on the foundation of our first Plan (2023–2026), this updated Plan reflects the progress we have made, the lessons we have learned and the feedback we have received through consultations.

Our renewed Plan reaffirms our commitment to the [Accessible Canada Act](#) (ACA) and the Accessibility Strategy for the Public Service of Canada. It also aligns with the CFIA's Diversity and Inclusion Strategy and Action Plan, to create a workplace and service environment that is inclusive, barrier-free and respectful of the diverse needs of all Canadians.

Our vision is clear: a fully accessible, respectful and inclusive workplace that values and empowers persons with disabilities. To realize this vision, the 2026–2028 Accessibility Plan focuses on 8 key areas – employment, the built environment, digital accessibility, communication, procurement, program and service delivery, transportation and building a more inclusive culture – and outlines the concrete actions we will take over the next 3 years to create meaningful and lasting change.

This Plan embodies the "Nothing Without Us" principle at the heart of the ACA. Over the past year, we engaged employees, managers and committees and Canadians with disabilities. Their insights have shaped our priorities and will continue to guide our progress in the years ahead.

Delivering on this commitment requires leadership at every level. As President, I am accountable, together with the Senior Management Committee, for embedding accessibility into CFIA's operations and culture. Branch leaders, managers and employees all share responsibility for making our workplaces and services barrier-free. By holding ourselves accountable, we will translate our commitments into tangible, lasting results.

As we move forward, we will monitor our progress annually, adjust our actions as needed and renew the plan every 3 years. Our success depends on every employee – learning about accessibility, listening to lived experiences, challenging assumptions and helping to break down barriers in everyday work.

Together, we can continue building a more accessible CFIA and advance the Government of Canada's vision of becoming the most accessible and inclusive public service in the world.

Paul MacKinnon
President

General

Alternate formats

This accessibility plan and our feedback process description are available by request in print, large print, Braille, audio format or an electronic format that is compatible with adaptive technology that is intended to assist persons with disabilities.

A person may use the contact information listed to request a copy of the accessibility plan in an alternate format by telephone, mail and email.

Feedback

Designated person to receive feedback

The Executive Director, Workplace Health and Diversity will be responsible for receiving feedback on barriers and accessibility at the CFIA.

We will acknowledge all accessibility feedback in the same manner in which it was received, except feedback that is sent anonymously.

How we will use your feedback

We will use your feedback to improve accessibility at CFIA. We may address some feedback right away or use it to develop future accessibility plans. We will include your feedback and how we have used it in our progress reports.

Confidentiality

Your feedback will not be associated with your name. We will share it only with those employees directly involved in improving accessibility at CFIA.

How to submit feedback

Feedback may be provided via online form, telephone, mail and email.

Online

Submit your feedback using our [accessibility feedback form](#).

Telephone

Phone lines are open from 8 am to 8 pm Eastern Time, Monday to Friday.

Toll-free: 1-855-670-0943

Mail

Canadian Food Inspection Agency
c/o Accessibility Team
1400 Merivale Road, Tower 2
Floor 2, Room 128
Ottawa ON K1A 0Y9

Email

cfia.accessibility-accessibilite.acia@inspection.gc.ca

This contact information will allow CFIA employees and the public to do the following:

- request the CFIA accessibility plan in 1 of the alternate formats described in subsection 8(2) of the [regulations](#)
- request the description of the CFIA's feedback process in 1 of the alternate formats described in subsection 9(5) of the regulations
- provide feedback to the CFIA on barriers and accessibility

Executive summary

The Canadian Food Inspection Agency's (CFIA) 2026–2028 Accessibility Plan sets out our commitment to identifying, removing and preventing barriers for persons with disabilities, in alignment with the ACA. Building on the foundation of our first Accessibility Plan (2023–2026), this updated Plan is informed by lessons learned, measurable progress and extensive feedback from employees, stakeholders and Canadians.

Guided by the ACA's vision of a barrier-free Canada by 2040 and the principle of "Nothing Without Us," this Plan was developed through meaningful engagement with persons with disabilities and their representatives. Over the past year, we conducted:

- internal surveys, focus groups and targeted consultations with employees, managers and committees
- an external survey of Canadians with disabilities who interact with CFIA programs and services
- a review of key datasets, including the Public Service Employee Survey (PSES), Employment Systems Review findings, the Maturity Model on Diversity and Inclusion and an assessment of internal policies, processes and practices that may present barriers
- a review of accessibility standards being developed by Accessibility Standards Canada (ASC) to help inform CFIA's practices and anticipate future requirements

This feedback identified progress made since 2023 and persistent barriers across the 7 ACA priority areas, as well as the CFIA-specific priority area of culture.

Priorities for 2026–2028

The plan is organized around 8 priority areas:

- employment – Strengthening inclusive recruitment, retention and career development practices
- built environment – Ensuring CFIA facilities are accessible, safe and adaptable to diverse needs
- Information and Communication Technologies (ICT) – Expanding accessibility of digital tools, systems and content
- communication (non-ICT) – Providing accessible information in multiple formats
- procurement of goods, services and facilities – Embedding accessibility criteria in purchasing decisions
- design and delivery of programs and services – Ensuring CFIA programs and services are barrier-free for all Canadians

- transportation – Addressing accessibility considerations in CFIA-related travel and fleet operations
- culture – Building a workplace culture where accessibility, inclusion and respect are embedded in all interactions

Moving forward

The 2026–2028 Plan includes concrete actions, timelines and performance indicators to track progress. Accountability for implementation is shared across all levels of CFIA, with leadership oversight from the President and Senior Management Committee. We will report annually on results, continue to engage with persons with disabilities and refine our actions as needs evolve. Feedback and requests for alternate formats can be submitted through the Accessibility Team, as described in this Plan.

Our goal is to ensure that accessibility is not an afterthought, but a standard practice embedded in every aspect of CFIA's operations, contributing to the Government of Canada's vision of a barrier-free Canada by 2040.

Developing the CFIA Accessibility Plan

The *Accessible Canada Act* (2019) aims for a barrier-free Canada by 2040, requiring federally regulated organizations to improve accessibility across key areas and report on progress, while CFIA uses emerging standards to guide future planning.

Our approach and vision

The CFIA's second Accessibility Plan was developed in accordance with the ACA and its regulations, which require consultation with persons with disabilities (PWD), publication of accessibility plans and progress reporting every 3 years. In addition to the ACA's 7 priority areas, CFIA has included an eighth: culture, reflecting our commitment to driving organizational change.

Our vision is to create and sustain a fully accessible, respectful and inclusive workplace that values and empowers persons with disabilities.

Guided by the principle of "Nothing Without Us," PwD were meaningfully engaged in shaping this Plan's priorities, actions and commitments. To develop the 2026–2028 Plan, we:

- reviewed progress and findings made under the 2026–2028 Accessibility Plan
- conducted internal and external consultations, including surveys, focus groups, targeted discussions and input from employees, managers, committees and Canadians with disabilities who access CFIA services
- analyzed data from workforce availability, Self identification, the PSES, the Maturity Model on Diversity and Inclusion and the Employment Systems Review
- reviewed internal policies, processes and practices to identify potential systemic barriers

- examined draft accessibility standards developed by ASC to inform our understanding of best practices and help anticipate future regulatory requirements

The result is a forward-looking, actionable roadmap that builds on lessons learned, addresses persistent barriers and sets measurable targets for the next 3 years.

Current state

Since the release of our first Accessibility Plan in December 2022, CFIA has made notable progress, including strengthened workplace accommodation processes, improved accessibility in certain physical spaces and increased awareness of accessibility across the Agency. However, gaps remain in leadership training, the accessibility of the digital and built environments and the consistent application of accommodation processes. These findings directly shaped the priorities and actions in this Plan and underscore the importance of continuing to advance accessibility across all 8 priority areas.

Consultations

Methodology

The CFIA developed the 2026–2028 Accessibility Plan in consultation with PwD and their representatives, in accordance with the ACA and its regulations. Consultations were conducted with the goal of identifying barriers, validating progress and informing new priorities for action.

To ensure a broad and inclusive perspective, the Agency used a variety of accessible and proven consultation methods, many of which were also used during the development of the 2026–2028 Accessibility Plan. These included:

- virtual focus groups with employees who identify as PwD
- internal surveys to gather employee perspectives on accessibility across the Agency
- separate survey for managers and supervisors to better understand barriers, gaps and support needs in implementing accessibility measures
- external online surveys to gather feedback from Canadians who interact with CFIA programs, services and digital tools, including PwD and their representatives
- targeted consultations with the CFIA's:
 - Employee Accessibility Network
 - Managers' Leadership Community

Accessibility features such as American Sign Language (ASL) / Langue des Signes Québécoise (LSQ) interpretation, Communication Access Real-Time Translation (CART) services and alternate formats (for example, plain language and screen-reader accessible documents) were offered during consultations to ensure full participation.

What we heard

The feedback collected through these consultations identified both progress since the 2023–2026 Plan and ongoing systemic barriers that must be addressed. Findings from all internal consultations were analyzed and compiled into a barrier report, which, along with other reference materials, was provided to key agency employees to support the development of the respective subject matter area accessibility action plans.

Across all consultation streams, several key themes emerged:

- **accommodation processes remain complex and inconsistent:** employees and managers reported unclear procedures, delays in approvals and a lack of flexibility, particularly for remote work and temporary accommodations
- **gaps in training and tools for managers and employees:** managers expressed a need for practical, scenario-based training, especially to support mental health, neurodiversity and episodic disabilities, while employees called for better awareness of accessibility rights and processes
- **physical and built environment barriers persist:** challenges include open-concept workspaces that are overstimulating, limited quiet rooms or low-stimulation areas, inflexible furniture and equipment and some spaces that are not wheelchair accessible
- **digital and communication accessibility needs improvement:** issues include inaccessible documents and presentations, lack of guidance for creating accessible content and technology that does not meet diverse user needs
- **leadership and accountability needs improvement:** consultations revealed uneven leadership commitment and application of accessibility practices across branches
- **cultural and attitudinal barriers affect inclusion:** participants noted stigma, limited awareness of invisible disabilities and inconsistent leadership commitment to accessibility

This feedback directly informed the priorities, actions and commitments in this Plan, ensuring they address the most pressing and persistent barriers identified by both internal and external stakeholders.

Ongoing engagement

Consultation is not a 1-time event. The CFIA is committed to sustained engagement with PwD throughout the life of this Plan. This will include:

- annual progress report consultations
- ongoing feedback mechanisms via surveys and anonymous reporting
- collaboration with the Employee Accessibility Network and other internal equity groups

- engagement with external stakeholders, including the public, where relevant to service delivery

Feedback on this Plan or its implementation can be submitted at any time. Please refer to the "Feedback" section for more information on how to contact us and request alternate formats.

CFIA accessibility priority areas and actions (2026–2028)

This plan addresses 8 priority areas, 7 of which are aligned with the ACA and an additional priority area related to our culture, which reflects the importance of fostering an inclusive, accessible and barrier-free organizational culture across CFIA.

The following sections present the barriers identified in each priority area, along with the specific actions CFIA will take to remove or prevent them, including timelines and accountable teams to ensure measurable progress.

The barriers and actions identified across all 8 priority areas are grounded in the full range of evidence sources described earlier in this Plan. These include workforce availability data, self-identification data, the PSES, Employment Systems Review findings, internal and external consultations with employees and Canadians with disabilities, the Maturity Model on Diversity and Inclusion and reviews of internal policies, processes and practices. Together, these sources provided a comprehensive analysis that informed the identification of systemic and persistent barriers across the Agency.

Employment

Employment covers the full employee experience – from recruitment and onboarding to retention, career development and advancement. Ensuring that PwD can access equitable employment opportunities is key to building a representative and inclusive workforce. The following section outlines the barriers identified in employment and the actions CFIA will take to address them.

Barrier: representation of persons with disabilities remains below workforce availability benchmarks

Desired results: increase self-identification of employees with disabilities to meet workforce availability targets and enhance awareness of employment equity gaps to guide targeted hiring.

Action plan 1: promote self-identification and inclusive hiring

- Concrete actions:
 - launch self-identification campaigns
 - review inclusive hiring practices
 - target outreach to disability-serving organizations

- train hiring managers on accessible hiring
- Timelines: year 1
- Tracking outcomes:
 - year-over-year increase in PwD self-identification rate
 - increased number of PwD applicants in external recruitment
 - uptake in training completion rates among hiring managers

Action plan 2: provide employment equity representation data

- Concrete action:
 - share employment equity data and workforce planning insights with various levels of Agency management on a regular basis to inform their workforce planning
- Timeline: ongoing
- Tracking outcomes:
 - year-over-year decrease in representation gap for PwD

Barrier: gap in representation of persons with disabilities at CFIA

Desired results: increase the percentage of employees who self-identify as PwD to meet or exceed workforce availability representation.

Action plan 1: information sessions for hiring managers

- Concrete action:
 - conduct sessions on accessible hiring options, services offered by Live Work Play, Federal Employment Strategy Group, Federal Internship Program for Canadians with Disabilities and share success stories
- Timeline: year 3
- Tracking outcomes:
 - increase in PwD self-identification rate and PwD applicants
 - number of sessions delivered and attendees
 - manager survey results show greater awareness of accessible recruitment options

Action plan 2: review recruitment materials

- Concrete action:

- review and update recruitment materials (for example, career fair flyers) for accessibility
- Timeline: year 2
- Tracking outcomes:
 - updated materials available to hiring managers
 - increase in PwD self-identification and external applicants

Barrier: hiring and assessment processes are not designed with accessibility in mind

Desired results: ensure inclusive and accessible staffing by training managers on accommodation processes, auditing tools for accessibility, updating policies and guidance, providing clear candidate information, addressing neurodivergent barriers and making hiring and assessments fully accessible.

Action plan 1: increase manager knowledge of the accommodation process, roles and responsibilities

- Concrete action:
 - staffing advisors are made aware whom they may consult for duty to accommodate (DTA) guidance or clarification when supporting managers in implementing accommodation requests
 - promote and maintain the Accessibility, accommodation and well-being intranet page (launched July 7, 2025) with resources for managers and employees
- Timeline: ongoing
- Tracking outcomes:
 - increased employee satisfaction on the PSES regarding accommodation of needs

Action plan 2: review recruitment and bridging inventories and platforms

- Concrete action:
 - review and update Recruitment inventory and Student Bridging Inventory for accessibility considerations
- Timeline: year 2
- Tracing outcomes:
 - year-over-year increase in PwD self-identification rate
 - increased number of PwD applicants in external recruitment
 - inventories updated and maintained

Action plan 3: update recruitment guidance materials

- Concrete action:
 - review and update the questions and answers to guide recruitment and "targeted recruitment flowchart"
- Timeline: year 2
- Tracking outcomes:
 - updated materials posted on the intranet (Merlin)
 - improved manager awareness (measured via a staffing survey)

Action plan 4: update staffing program policy and directives

- Concrete action:
 - review and updated policies for accessibility
- Timeline: year 1
- Tracking outcomes:
 - updated policies communicated to managers and posted on Merlin

Action plan 5: supporting staffing advisors and hiring managers

- Concrete actions:
 - review and update:
 - assessment Guidance Series
 - providing staffing feedback guidance for managers
 - staffing feedback procedures
 - communicate updates to managers and post on Merlin
- Timeline: year 3
- Tracking outcomes:
 - updated documents posted on Merlin
 - the manager's staffing survey results indicating improved awareness and accessibility practices

Action plan 6: applicants receive clear, accessible information at the outset of staffing processes

- Concrete action:
 - review and update poster templates to ensure:

- plain language
 - accessibility
 - clear accommodation process instructions
- Timeline: year 3
- Tracking outcomes:
 - confirmation of updated poster templates posted and used in staffing processes

Action plan 7: address barriers for neurodivergent employees

- Concrete actions:
 - consult the neurodivergent community to identify staffing barriers
 - prepare a draft report with findings and recommendations
- Timeline: year 1
- Tracking outcomes:
 - integration of recommendations into staffing practices

Action plan 8: inclusive hiring and assessment processes

- Concrete action:
 - review and update assessment tools and templates, including staffing process email templates, to ensure plain language and clear accommodation instructions for candidates
 - implement revised tools and templates
- Timeline: year 3
- Tracking outcomes:
 - updated tools implemented

Action plan 9: accessibility of assessment formats and methods

- Concrete action:
 - conduct a review of EX-level assessment methods and tools for accessibility and recommend changes
- Timeline: year 2
- Tracking outcomes:
 - increased number of PwD applicants successfully passing assessments
 - proportion of successful PwD applicants is comparable to applicants without disabilities

Barrier: onboarding processes do not adequately support employers with diverse needs

Desired results: update student onboarding guides to meet ACA standards and improve satisfaction and make HR onboarding processes in ServiceCFIA clear, streamlined and accessible through plain language and automated workflows by 2026–2030.

Action plan 1: provide adequate support for new students

- Concrete action:
 - review and update the student onboarding guide to align with ACA standards
- Timelines: year 2
- Tracking outcomes:
 - updated onboarding guide published
 - student survey results show increased satisfaction with onboarding elements

Action plan 2: streamline HR onboarding processes in the online ServiceCFIA HR case management portal

- Concrete actions:
 - review EX onboarding program for plain language and accessibility
 - implement streamlined processes in the portal, focusing on automation, workflows and accessibility
- Timeline: year 2 and ongoing
- Tracking outcomes:
 - EX onboarding documents meet accessibility standards
 - ServiceCFIA HR Portal processes are clear, streamlined, agile and accessible

Barrier: career development opportunities are not equitably accessible to employees with disabilities

Desired results: launch and monitor the SR-02 Science Pool for PwD to increase applicants and hires and encourage diversity in nominations for leadership and EX development programs to boost PwD representation in career growth opportunities.

Action plan 1: increase career development opportunities in Science for PwD

- Concrete action:

- monitor progress of SR-02 Science pool for PwD
- Timeline: ongoing
- Tracking outcomes:
 - increase in PwD applicants and successful candidates
 - HR analytics support for monitoring

Action plan 2: ensure proportionate nominations of PwD for development opportunities

- Concrete action:
 - encourage senior management to consider diversity and inclusion when nominating employees for high-potential and EX development programs
- Timeline: ongoing
- Tracking outcomes:
 - increased number of PwD employees nominated for EX development opportunities

Barrier: accommodation processes are inconsistent, unclear, slow and burdensome for employees

Desired results: develop clear guidance and job aids for managers and staffing advisors on accommodations, integrate mental health and accessibility resources, promote awareness through campaigns and sessions and ensure ongoing use of accommodation supports to create a safe, inclusive staffing process.

Action plan 1: improve consistency, clarity and efficiency of accommodation in staffing

- Concrete actions:
 - create guidance for managers and staffing advisors on accommodating applicants, including alternatives to assessments
 - develop a job aid for staffing advisors with proven accommodation options and resources
- Timeline: year 3
- Tracking outcomes:
 - manager survey shows greater awareness of accommodations
 - requests for accommodation tracked and increasing year over year
 - processes where alternative formats are offered are monitored

Action plan 2: create a safe, supportive and stigma-free accommodation process for employees

- Concrete actions:
 - integrate mental health supports into the DTA processes
 - highlight success stories of employees with invisible conditions during Peer Support Program campaigns
- Timeline: year 2
- Tracking outcomes:
 - increased employee satisfaction in PSES related to accommodations
 - number of communications highlighting success stories

Action plan 3: enhance understanding of accommodation processes and roles among employees and management

- Concrete actions:
 - promote a Manager Process Map – Removing Barriers for an Accessible Workplace during the Government of Canada Accessibility Passport (Passport) launch
 - provide awareness sessions for employees and managers on accommodation responsibilities
 - maintain Accessibility, accommodation and well-being intranet page
- Timeline: year 2 and ongoing
- Tracking outcomes:
 - survey results from Passport use
 - positive feedback from Supervisor School sessions
 - Merlin page implemented and accessible
 - DTA sessions for Supervisory School delivered as scheduled

Action plan 4: improved access to accommodation supports

- Concrete action:
 - promote accommodations during all phases of EX selection processes
 - encourage candidates to identify accessibility needs early
- Timeline: ongoing
- Tracking outcomes:
 - increased use of accommodation measures

Barrier: digital platforms used in employment processes lack accessibility features

Desired results: collaborate with Digital Service Branch (DSB) to enhance HR system accessibility, upgrade to MyGCHR with assistive technology features by 2026, plan Dayforce implementation and improve HR Portal navigation and search functionality to support users with disabilities.

Action plan: increase compatibility with assistive technology in HR systems

- Concrete actions:
 - identify accessibility gaps in HR systems
 - upgrade PeopleSoft to MyGCHR with enhanced accessibility and personalization features (including screen reader support)
 - replace Phoenix with Dayforce ensuring accessibility considerations during implementation (Date to be determined)
 - identify a new pool management solution with accessibility features
 - participate in onboarding/offboarding integration in ServiceCFIA
 - improve search functionality and navigation in ServiceCFIA HR Portal for users with cognitive or visual disabilities
- Timelines: year 1 and ongoing; Dayforce implementation (To be determined)
- Tracking outcomes:
 - accessibility considerations are front-of-mind in digital design and procurement processes
 - successful MyGCHR launch with new personalization and accessibility features
 - participation in interdepartmental working groups for pool management and accessibility options analysis
 - improved HR Portal navigation and search functionality for accessibility

Built environment

The built environment refers to the physical spaces where CFIA employees work and where services are delivered, including offices, laboratories, inspection sites and public-facing facilities. Accessible spaces are essential for safety, usability and participation. The following section identifies barriers in the built environment and the steps CFIA will take to remove them.

Barrier: workspaces are not designed to meet sensory and neurodiverse needs

Desired results: employees at HQ and labs have their accessibility needs accommodated through personalized, case-by-case adjustments to ensure a barrier-free environment.

Action plan 1: accommodate accessibility needs for employees in HQ and Laboratories

- Concrete actions:

- evaluate staff needs on a case-by-case basis
- installed de-lamped areas for light-sensitive employees (completed)
- implement accommodations for deaf employees in labs
- assess leased and custodial spaces for accessibility needs (ongoing)
- Timeline: ongoing
- Tracking outcomes:
 - reduced number of unaccommodated employees
 - assessment summaries showing access to quiet spaces and noise-cancelling headphones
 - documentation of DTA when required

Action plan 2: provide personalized, case-by-case accessibility accommodations for leased sites and laboratories

- Concrete actions:
 - promote self-identification so employees feel comfortable requesting accommodations
 - address individual requirements as they arise
- Timeline: ongoing
- Tracking outcomes:
 - all employees are accommodated

Barrier: ergonomic equipment and furniture are inadequate or difficult to access

Desired results: streamline assessments and equipment procurement while ensuring clear communication with employees about available accommodations and keeping them updated on timelines and status throughout the process.

Action plan 1: improve efficiency of assessments and equipment procurement

- Concrete actions:
 - continue educating employees on the assessment process
 - provide clear instructions and evaluate request for equipment
 - establish turn around time for assessments and procurement
- Timeline: ongoing
- Tracking outcomes:
 - evaluate requests for equipment and turn around time

Action plan 2: strengthen communication on accommodation/DTA services

- Concrete actions:
 - promote awareness of accommodation/DTA services and procurement process, including availability of ergonomic/DTA equipment and assigned workstations
 - empower delegated managers to support DTA efficiently
- Timeline: ongoing
- Tracking outcomes:
 - all employees are accommodated

Barrier: buildings contain physical and structural barriers that limit accessibility

Desired results: all facilities are updated to meet accessibility standards and incorporate universal design, ensuring buildings are free of barriers.

Action plan 1: update facilities/buildings to accessibility standards

- Concrete actions:
 - educate on accessibility standards
 - conduct accessibility assessment on existing facilities (including Labs) to identify gaps
 - develop an update plan based on assessment results
 - secure financial resources to support accessibility upgrades
 - make the RAVE emergency notification system available in all accessible formats
- Timeline: ongoing, timelines based on financial resources and assessment findings
- Tracking outcomes:
 - measurable actions developed and implemented to increase building accessibility following completed assessments

Action plan 2: buildings do not contain barriers that limit accessibility

- Concrete actions:
 - leased sites:
 - identify accessibility barriers in collaboration with Occupational Health and Safety (OHS)
 - report identified barrier to Public Services and Procurement Canada (PSPC)

- ensure base building assessment requirements comply with the applicable Accessibility Code
 - custodial spaces:
 - conduct accessibility assessments against relevant standards
 - implement renovations based on assessment recommendations
 - employee-specific needs:
 - address individual accessibility requests immediately
- Timeline:
 - for leased sites, upgrades may align with lease renewal dates (varied end dates)
 - within 12 months, facility managers complete self-assessments using provided accessibility factors and begin addressing identified issues where feasible
 - for leased and custodial sites, 1 accessibility assessment per year
 - immediate action for reported barriers
- Tracking outcomes:
 - all employees are accommodated

Barrier: processes for modifying physical spaces are unclear and lead to delays

Desired results: employees and managers have clear, accessible processes for modifying physical spaces and implementing accommodations, including ergonomic and equipment needs, with managers actively involved to ensure timely approvals and improved understanding of responsibilities.

Action plan 1: enhance clarity and streamline processes for ergonomic and built-environment accommodations

- Concrete actions:
 - promote active engagement and support from management
 - streamline ergonomic assessments and equipment requests for office and lab spaces
- Timeline: ongoing
- Tracking outcomes:
 - improved response times for addressing built-environment accommodation needs

Action plan 2: communicate processes for modifying CFIA managed and operated physical spaces

- Concrete actions:
 - provide documentation and timeline details at the start of each DTA request for workspace adjustments
 - inform the requestor throughout the process
 - promote existing resources (detailed procedure already on Merlin)
- Timeline: immediately upon request
- Tracking outcomes:
 - all employees are accommodated

Action plan 3: increase knowledge on accommodation process

- Concrete actions:
 - promote CFIA's Manager Process Map – Removing Barriers for an Accessible Workplace during the launch of the Passport (October 2025) and increase visibility on Merlin pages
 - maintain and promote the Accessibility, accommodation and well-being Merlin page (launched July 7, 2025)
- Timeline: ongoing
- Tracking outcomes:
 - increase employee satisfaction on the PSES regarding accommodation of employee needs

Information and communication technologies

Information and communication technologies (ICT) includes the digital tools and platforms that support CFIA's operations, from internal systems and applications to public-facing websites and mobile tools. Accessible ICT ensures employees and Canadians can access, use and benefit from digital services. The following section highlights barriers in ICT and actions to improve accessibility.

Barrier: digital tools lack accessibility features and inclusive design

Desired results: internal and HR systems are designed to be accessible by default, with intuitive structures and inclusive features, ensuring accessibility is prioritized in digital design, procurement and public engagement.

Action plan 1: internal systems accessibility (ServiceCFIA and Digital Design)

- Concrete actions:
 - test ServiceCFIA accessibility using tools and user feedback

- add accessibility checkpoints to IT project stages
- review Information Management and Information Technology (IMIT) policies to embed accessibility
- mandate accessibility training for Artificial Intelligence (AI) and developers
- create a community of employees with accessibility needs
- Timeline: year 2
- Tracking outcomes:
 - increased satisfaction via feedback
 - accessibility as a release requirement
 - accessibility embedded in IMIT policies
 - quality assurance/developer training paths established
 - community of users with accessibility needs formed

Action plan 2: reimagining Internal Systems

- Concrete actions:
 - hire consultant to reimagine Merlin with accessibility in mind
 - continue user testing to improve content organization and intuitive structure
 - address content dispersion due to client requests
 - promote fully accessible HTML over less accessible formats
- Timeline: ongoing
- Tracking outcomes:
 - improved accessibility and search results
 - accessibility considered in system design

Action plan 3: HR systems accessibility

- Concrete actions:
 - identify improvements for better accessibility in collaboration with key interest groups
 - review ExploreHR and dashboards for barriers to users
 - ensure future migrations address accessibility barriers identified
- Timeline: ongoing
- Tracking outcomes:

- identified areas for improvement (for example, dark mode, screen reader)
- accessibility prioritized in digital design and procurement

Barrier: interfaces are not user-friendly or adaptable and lack accessible designs

Desired results: provide CFIA employees, Canadians and stakeholders with fully accessible, user-friendly physical and digital environments—ensuring that workspace modification processes are clear, digital tools and HR systems are inclusive by design and external websites are easy to navigate for all users.

Action plan 1: improve accessibility of digital tools

- Concrete actions:
 - explore tools or add-ons to improve accessibility of existing solutions
 - promote available digital tools that allow employees to control accessibility settings, targeting high-impact groups
 - create knowledgeable articles on using these tools and features
 - mandate PowerPoint Live for all virtual presentations, coupled with accessible document training
 - improve CFIA's external website navigation, plain language and decluttering
- Timeline: year 2 or year 3
- Tracking outcomes:
 - evidence of digital tools implemented for accessibility
 - communications developed and shared with increased usage of accessibility features
 - number of consultations on knowledge articles
 - presentations across the Agency meet accessibility standards
 - fewer inquiries/complaint about accessibility

Action plan 2: HR systems and portals are user-friendly, accessible and adaptable

- Concrete actions:
 - identify accessibility gaps for HR systems and remove barriers during future migrations
 - improve search functionality and navigation in ServiceCFIA HR Portal and incorporate features like dark mode, screen reader compatibility and cognitive-friendly design.
 - prioritize accessibility considerations in digital design and procurement processes

- plan HR Portal expansion to support users with visual or cognitive disabilities
- Timeline: ongoing
- Tracking outcomes:
 - enhanced design features, better navigation and inclusive content organization for users with cognitive and visual disabilities

Barrier: accessibility features are inconsistently implemented and poorly communicated

Desired results: ensure CFIA employees have consistent access to accessible tools, features and HR systems; are aware of and trained on their use; and continuously receive practical guidance, while external stakeholders experience an inclusive, user-friendly digital environment.

Action plan 1: consistent implementation and awareness of accessibility features

- Concrete actions:
 - promote available digital tools that allow employees to control accessibility settings (for example, M365 features, PowerPoint Live)
 - create accessible knowledgebase articles and/or training on using these tools
 - share best practices via an "Accessibility Capsule"; link previous capsules for visibility and leverage banners/lock screens
 - mandate PowerPoint Live for all virtual presentations, paired with accessible document training
 - engage CFIA communities to share best practices
- Timeline: year 1 and ongoing
- Tracking outcomes:
 - evidence of tools and features being increasingly used across the Agency
 - number of consultations on knowledgebase articles
 - employees regularly engage with Accessibility Capsules
 - presentations meet accessibility standards
 - communities actively share and model best practices

Action plan 2: HR systems accessibility features

- Concrete actions:
 - enhance awareness of existing accessibility features in HR systems through communications (for example, immersive readers, alternative formats)

- communicate changes introducing new accessibility features
- Timeline: ongoing
- Tracking outcomes:
 - increased awareness and usage of accessibility features in HR systems

Barrier: IT support and digital accommodation processes are not accessible

Desired results: provide CFIA employees with clear, streamlined processes and responsive support for IT hardware/software and ergonomic accommodations, ensuring easy access to assistive technology, consistent communication and a collaborative community for sharing digital accessibility best practices.

Action plan 1: clear process for IT and ergonomic support

- Concrete actions:
 - promote CFIA's Manager Process Map – Removing Barriers for an Accessible Workplace during the Passport launch (October 2025)
 - review overall IT process and identify lead contact names to respond to ServiceCFIA IT requests in collaboration with DTA, Health Accommodation Office and Accessibility, Accommodation and Adaptive Computer Technology (AAACT) Program (led by DSB)
 - update IT ServiceCFIA request forms to include accessibility support options
- Timeline: year 1 and ongoing
- Tracking outcomes:
 - increased employee satisfaction on PSES regarding accommodation

Action plan 2: streamlined IT accessibility processes

- Concrete actions:
 - identify a centralized IT contact point for accessibility and accommodations
 - implement a simplified process and clear communication channels to reduce wait times and improve responsiveness
 - make IT support request options easy to find (for example, direct link to ticket logging page)
 - provide guidance for alternative ergonomic tools when IT cannot support recommended options
 - create a Digital Accessibility Community of Practice for employees and subject-matter-expertise (SME) to share tips and best practices

- Timeline: year 1 and ongoing
- Tracking outcomes:
 - 1 point of contact established for accessibility requests
 - ICT accommodations process becomes consistent and predictable, reducing wait times
 - employees can access accessibility expertise quickly
 - increased engagement in Digital Accessibility Community of Practice

Barrier: the use of AI in translation can lead to a decline in linguistic accuracy and nuance

Desired results: all CFIA products and web content consistently meet official language and accessibility standards, ensuring equal quality in both languages and reducing complaints related to language or accessibility issues.

Action plan: ensure all products meet official language and accessibility requirements.

- Concrete actions:
 - follow the Directive on Official Languages for Communications and Services, ensuring Web content in both official languages is available simultaneously and of equal quality
 - require all French generated by AI to be reviewed by a French editor before publication
- Timeline: ongoing (continuous compliance and monitoring)
- Tracking outcomes:
 - reduced official language and accessibility complaints

Barrier: legacy systems and digital platforms may still present accessibility challenges

Desired results: ensure all legacy systems meet accessibility standards and provide a seamless experience for users relying on assistive technologies.

Action plan: accessibility compliance for legacy systems

- Concrete actions:
 - conduct an accessibility audit of legacy systems and digital platforms to identify usability issues
 - prioritize fixes for identified issues
 - ensure all future updates meet accessibility standards for assistive technologies

- Timeline: ongoing (continuous auditing and improvement)
- Tracking outcomes:
 - increase in the number of legacy systems and digital platforms that meet web content accessibility standards, or reduction in legacy systems over time

Barrier: limited emphasis on speech-to-text technology through AI tools

Desired results: employees and managers have increased awareness of accessibility practices and actively participate in training to support an inclusive workplace.

Action plan: increase awareness and encourage training (with focus on speech-to-text AI tools)

- Concrete action:
 - monitor the development and use of AI within the Government of Canada
- Timeline: ongoing
- Tracking outcomes:
 - increased staff awareness of AI, higher training participation rates, improved AI literacy across the organization

Barrier: cost recovery for Merlin pages may discourage clients from using the platform, creating pressure to migrate to SharePoint as a more affordable and sustainable option

Desired results: clients continue to use Merlin for all Agency specific content, information for employees and policy and legal documents.

Action plan: address barrier – cost recovery for Merlin pages

- Concrete actions:
 - inform branches of the differences between Merlin and SharePoint
 - provide guidance on when to use each platform
- Timeline: ongoing
- Tracking outcomes:
 - track the percentage of clients migrating from Merlin to SharePoint within a specified timeframe after cost recovery is introduced

Communication (other than ICT)

Communication outside of ICT includes written materials, reports, signage, meetings, training and other information-sharing methods. Accessible communication ensures that employees and stakeholders can access information in formats that meet their needs. The following section describes barriers in this area and actions to make communication more inclusive.

Barrier: written communication is overly complex and not plain language

Desired results: all written communications, policies and job descriptions are clear, inclusive and follow plain language and accessibility standards across the Agency.

Action plan 1: accessibility and inclusion are reflected in policies and job descriptions

- Concrete actions:
 - review Classification policies to ensure plain language
 - update Job Description Writing Guide to include inclusive language
- Timeline: year 2
- Tracking outcomes:
 - policies are written in clear, plain language that is accessible to all employees
 - job descriptions accurately reflect the roles and responsibilities, ensuring inclusive and transparent content for management and staff

Action plan 2: communication accessibility standards are applied across pay policies and related materials

- Concrete actions:
 - establish a working group (WG) by early 2026 to assess barriers identified and undertake updates required (for example, policies)
 - optimize articles and training materials for accessibility standards
 - launch accessibility template for CFIA Pay Services communications
- Timeline: year 2
- Tracking outcomes:
 - WG established and operational by March 2026, with a commitment to identify and review 3 policies per quarter and conduct annual monitoring of progress
 - review summer 2026 articles and Merlin for compliance; track progress on updates and completion
 - accessibility template developed and implemented by June 2026

Action plan 3: all written communications are clear, concise and follow plain language principles

- Concrete actions:
 - provide training to all staff on plain language principles
 - review and revise existing and new materials for compliance

- Timeline: year 2
- Tracking outcomes:
 - all staff complete training on plain language principles
 - existing documents are reviewed and updated to meet plain language standards

Barrier: accessible formats are not provided consistently or proactively

Desired results: all CFIA web pages and digital content consistently provide accessible formats, including plain language and descriptive images, ensuring compliance with the ACA and usability for all audiences.

Action plan: alignment with ACA requirements

- Concrete actions:
 - make all pages as accessible as possible, including for:
 - people requiring plain language (for example, English as a second language, neurodivergent users, unfamiliar with government terminology)
 - mobile device users
 - use Drupal accessibility verification tools for new or updated pages (ongoing improvements)
 - request fulsome image descriptions to ensure accessibility compliance
- Timeline: ongoing
- Tracking outcomes: TBD

Barrier: meetings and training sessions do not consistently follow accessible or inclusive practices

Desired results: HR systems training sessions consistently follow accessible or inclusive practices.

Action plan: accessible HR systems training materials

- Concrete actions:
 - engage with key interest groups during planning to mitigate accessibility risks (for example, missing features)
 - ensure training accommodates diverse learning needs and neurodivergent profiles through consultation with learning Directorate and/or CPA
- Timeline: year 1 and ongoing
- Tracking outcomes:

- accessible HR systems training materials

Barrier: complex language used where simpler language would work just as well

Desired results: all CFIA products meet official language and accessibility requirements.

Action plan: launch resource hub and enhance onboarding

- Concrete actions:
 - create a hub of resources on Merlin for all CFIA employees, including examples, exercises and guidance on plain language and communicate resources
 - identify mandatory plain language training to include in onboarding packages
 - promote the use of AI for editing non-sensitive content
- Timeline: year 3 and ongoing
- Tracking outcomes:
 - resource hub published and accessible on Merlin by September 2025
 - mandatory plain language training identified and integrated into onboarding
 - AI editing tools promoted and usage tracked (for example, the number of employees using AI for editing)

Barrier: complaints about the quality of French translation on web content

Desired results: French-language web content is accurate, consistent and high-quality, leading to fewer complaints, improved user satisfaction and greater confidence in LSU's translation services.

Action plan: assess and improve French content

- Concrete actions:
 - review current French web content to identify quality issues
 - offer additional training or guidance to address gaps in translation quality
 - collaborate with content owners to review and validate translations
- Timeline: ongoing
- Tracking outcomes:
 - reduction in the number of complaints about French-language web content over a defined period

Procurement of goods, services and facilities

Procurement decisions shape the accessibility of products, services and facilities acquired by CFIA. Embedding accessibility in procurement ensures that what we purchase is inclusive and

usable for all. The following section identifies barriers in procurement and the actions CFIA will take to strengthen accessibility requirements.

Barrier: accessibility is not consistently embedded in procurement decisions

Desired results: accessibility is embedded in all procurement decisions, ensuring increased acquisition of adaptive equipment and personalized accommodations so that no employee remains unaccommodated.

Action plan 1: funding support to increase access to adaptive equipment and design

- Concrete actions:
 - actively seek equipment, furniture and items with accessibility options
 - build knowledge on engaging suppliers who offer accessible options (include in SOR specifications)
 - develop questions and checklists for accessibility considerations during procurement
 - incorporate end-user feedback when defining procurement needs
- Timeline: year 3
- Tracking outcomes:
 - increased purchases of products with accessibility options

Action plan 2: ensure timely accommodations for IT and office equipment to create a barrier-free work environment

- Concrete actions:
 - purchase equipment for specific accommodation needs
 - use DTA funding for required adjustments
 - promote awareness of the Health Accommodation Fund and how to access it (via HRB)
- Timeline: year 1
- Tracking outcomes:
 - all employees are accommodated that require it

Barrier: procurement processes lack transparency and clarity

Desired results: employees and management clearly understand accommodation processes and responsibilities and the procurement process for accessible goods, services and construction is transparent and consistently applied.

Action plan 1: increased understanding of accommodation processes and responsibilities

- Concrete actions:
 - launch Accessibility, accommodation and well-being Merlin page (completed July 7, 2025) with resources on accessibility, workplace accommodation and health accommodation
- Timeline: ongoing
- Tracking outcomes:
 - Increased employee satisfaction on PSES regarding accommodation

Action plan 2: enhanced awareness of procurement processes

- Concrete actions:
 - update accessible procurement knowledge page on Business Owner SharePoint with clearer guidance, tools and information on existing training, highlight how and when accessibility is considered in the procurement decision-making process
 - promote accessibility awareness via InfoBulletin, homepage features and direct engagement with Business Owners through regular discussions on accessibility considerations
 - clarify accessible requirements in ePro, including instructions for Business Owners and links to updated resources for reference before submitting a request
- Timeline: year 1, then ongoing
- Tracking outcomes:
 - All employees are accommodated that require it
 - an annual awareness communication (for example, InfoBulletin) on accessible procurement is issued to share updated guidance, tools and training resources

Barrier: delays and bureaucracy hinder timely access to accommodations

Desired results: improve efficiency and reduce administrative workload by streamlining the accommodation and DTA request process.

Action plan: reduce administrative burden

- Concrete actions:
 - update guidance for managers in collaboration with key interest groups to enable timely accommodation/DTA decisions
- Timeline: year 1, then ongoing

- Tracking outcomes:
 - all employees are accommodated that require it

Barrier: end-user is limited in procurement decisions and accessibility expertise and lived experience are underutilized

Desired results: employees are aware of and consistently use established processes to procure ergonomic/DTA equipment, ensuring accessibility needs are met effectively.

Action plan 1: increase awareness and use of existing processes for procuring ergonomic and DTA equipment to meet accessibility standards

- Concrete action:
 - update the accessible procurement knowledge page on Business Owner SharePoint with clearer guidance and tools that highlight how and when accessibility is considered in the procurement decision-making process, including steps for employee consultations
 - update the Business Owner toolkit to raise awareness of accessibility considerations, including end-user input, before proceeding with low-dollar value purchases under their own authority
- Timeline: year 1, then ongoing
- Tracking outcomes:
 - all employees are accommodated that require it

Action plan 2: employee consultation for accessibility procurement

- Concrete actions:
 - gather input from employees on suitable products case-by-case before procurement
 - encourage use of the Passport to guide decisions
 - direct requests to the IT group for accessibility tools outside of management's control
- Timelines: ongoing
- Tracking outcomes:
 - increased use of the Passport among staff
 - conduct a 3-year effectiveness review comparing Passport usage to procurement outcomes

Barrier: accessibility expertise and lived experience are underutilized

Desired results: employees demonstrate increased awareness and consistent use of established processes for procuring ergonomic and DTA equipment, ensuring accessibility needs are met effectively.

Action plan: increase awareness and use of existing processes for procuring ergonomic and DTA equipment to meet accessibility standards

- Concrete action:
 - update the accessible procurement knowledge page on Business Owner SharePoint with clearer guidance and tools that highlight how and when accessibility is considered in the procurement decision-making process, including steps for employee consultations
 - update the Business Owner toolkit to raise awareness of accessibility considerations, including end-user input, before proceeding with low-dollar value purchases under their own authority
- Timeline: year 1, then ongoing
- Tracking outcomes:
 - all employees are accommodated that require it

Design and delivery of programs and services

The way CFIA designs and delivers its programs and services directly impacts employees and Canadians, including PwD. Accessible service design ensures fair and equitable access to CFIA's regulatory, inspection and public services. The following section outlines barriers in service delivery and actions to improve accessibility for all Canadians.

Barrier: difficult to use digital tools and insufficient support

Desired results: employees and clients have reliable access to accessible tools and forms, receive effective training and confidently use inclusive IT and HR systems designed to meet diverse accessibility needs.

Action plan 1: reliable access to tools (such as text to audio, alternate formats)

- Concrete action:
 - ensure all digital tools created include accessibility options
- Timeline: year 3
- Tracked outcome:
 - increased digital tool accessibility

Action plan 2: training and accessible forms

- Concrete actions:

- conduct accessibility reviews of internal platforms
- develop a training strategy for new platforms/tools under DSB's purview to ensure consistent, accessible training
- Timeline: year 1
- Tracking outcomes:
 - feedback shows greater user satisfaction
 - CFIA employees use new platforms and digital tools with ease

Action plan 3: accessible IT applications

- Concrete actions:
 - prioritize accessibility requirements for all IT applications and integrate into maintenance and development
- Timeline: ongoing
- Tracking outcomes:
 - employees receive accessibility tools in a timely manner

Action plan 4: accessible HR systems

- Concrete actions:
 - formally include accessibility in options analysis for new systems
 - provide timely HR systems support and communicate service standards
 - deliver training with accessibility considerations integrated
- Timeline: year 1
- Tracking outcomes:
 - incorporate accessibility considerations for any new offerings, consult accordingly
 - continue to provide timely HR systems support; communicate service standards to mitigate concerns
 - provide sufficient training with accessibility considerations integrated

Barrier: limited access to clear and accessible information

Desired results: employees and the public can easily access clear, plain-language information in barrier-free formats, enabling confident decision-making and transparency.

Action plan 1: increased website accessibility and navigation

- Concrete actions:

- review policies for plain language improvements using tools like Copilot
- contribute to improving clarity for users
- Timeline: ongoing
- Tracking outcomes:
 - improved usability of website and program information with accessible options
 - policies written in plain language for better understanding for PwD

Action plan 2: equip SMEs and provide alternative formats

- Concrete actions:
 - provide tools, training and support for subject matter experts to ensure content is easy to find and in plain language
 - explore and implement accessible alternative communication formats
- Timeline: year 1 and ongoing
- Tracking outcomes:
 - reduced inquiries
 - accessible alternative formats are identified and made available

Action plan 3: enable employees to access and apply guidance

- Concrete actions:
 - streamline operational information using clear, plain language, standardized formats and accessible communication tools
- Timeline: ongoing
- Tracking outcomes:
 - employees can confidently access and apply operational guidance

Action plan 4: ensure barrier-free, plain-language governance and public documentation

- Concrete actions:
 - barrier-free governance documentation
 - Create centralized governance hub on SharePoint to more effectively share documentation and decisions
 - Update Terms of Reference to include accessibility and inclusion
 - Implement accessible agenda and Record of Decision templates
 - plain language for public documents

- Build an inventory/calendar of external consultations regarding policy/program changes
 - Provide tools and training for effectively producing documentation in an accessible format
- Timeline: year 1
- Tracking outcomes:
 - establishment of hub and percentage of Tier 1 and Tier 2 governance records of decision and forward agendas posted
 - percentage of Tier 1 and Tier 2 terms of reference with revised language reflecting accessibility
 - percentage of Tier 1 and Tier 2 agendas with records of decisions implementing accessible templates
 - current inventory completed and updated quarterly
 - percentage of relevant staff members who have participated in documentation briefing sessions and existence of a centralized repository containing guidelines/tools

Barrier: lack of linguistic and cultural accessibility

Desired results: employees feel comfortable and empowered to use their official language of choice, leading to improved participation, collaboration and a more inclusive work environment.

Action plan: support language training and digital translation tools

- Concrete actions:
 - continue providing support for language training (developmental and targeted)
 - maintain an inclusive and accessible environment for all linguistic profiles
 - use digital translation tools to enable unilingual employees to participate effectively in meetings and events
- Timeline: ongoing
- Tracking outcomes:
 - increase in employees reporting satisfaction with linguistic and cultural accessibility in future surveys

Barrier: programs and services are not designed inclusively

Desired results: design processes are inclusive, tested with real users and ensure full accessibility for services such as the companion/service animal passport.

Action plan 1: increased accessibility by design

- Concrete actions:
 - update processes and policies to include accessibility
 - support DTA for neurodivergent employees
 - include accessibility requests in procurement of goods and services
- Timeline: ongoing
- Tracking outcomes:
 - updated policies and processes published
 - review DTA in place for neurodivergent employees and supports in place
 - accessibility integrated in procurement

Action plan 2: inclusive design processes and accessible service animal passport

- Concrete actions:
 - add accessibility checkpoints to key stages of IT projects
 - review IMIT policies to ensure accessibility is considered from the start
 - create a community of employees with accessibility needs for user engagement
 - conduct accessibility review of the companion/service animal passport process and address barriers
- Timeline: year 1
- Tracking outcomes:
 - accessibility is mandatory for solution release
 - IMIT policies explicitly address accessibility
 - community established for user testing
 - reduced complaints about service animal passports

Barrier: return-to-office policies do not accommodate individual accessibility needs

Desired results: employees' accommodation requests, including return-to-office, are addressed promptly and compassionately, ensuring all employees feel comfortable and supported in their workspaces.

Action plan 1: employees feel accommodation requests are addressed fairly

- Concrete actions:

- promote an inclusive social model approach to accommodation by encouraging managers to use conversations with employees to identify barriers and needs (focus on conversations, minimize medical documentation)
- align and promote with the launch of the Passport
- ensure DTA is not treated as an exception for return-to-office; managers follow standard DTA process
- Timeline: ongoing
- Tracking outcomes:
 - increased employee satisfaction in PSES compared to past results

Action plan 2: continue to encourage use of the Passport

- Concrete actions:
 - continue promoting the Passport as a key tool for identifying and addressing accommodation needs
 - develop clear guidance for DTA flexible work arrangements and provide education for delegated managers to ensure consistent approach
- Timeline: ongoing
- Tracking outcomes:
 - number of Passports created and percentage of flex work arrangements as effective solutions

Transportation

Transportation includes the vehicles, systems and travel arrangements that support CFIA operations, including employee travel and fleet vehicles. Accessible transportation ensures employees and clients with disabilities can fully participate in CFIA's activities. The following section identifies transportation barriers and the steps CFIA will take to address them.

Barrier: inaccessible and inflexible travel requirements

Desired results: managers and employees understand flexibilities offered by policies and processes, improving accommodation outcomes.

Action plan: managers understand flexibilities when approving travel requirements as it relates to accommodations

- Concrete action:
 - clarify National Joint Council (NJC) Directive on Travel and ground transportation strategy with managers
- Timeline: year 1

- Tracking outcomes:
 - all employees are accommodated who require it

Barrier: poorly maintained and inaccessible parking and infrastructure

Desired results: policies and procedures are clearly articulated and parking and pedestrian facilities are safe, accessible and well-maintained to accommodate all employees.

Action plan: clear policies and safe, accessible parking and pedestrian facilities for all employees

- Concrete actions:
 - engage Facilities Management (FM) and Area Accommodation Managers to identify client-reported parking issues
 - develop and share communication on how employees can seek assistance for accommodation needs
- Timeline: year 1
- Tracking outcomes:
 - all employees are accommodated who require it

Barrier: site locations limit transit access and personal safety

Desired results: strategic site planning minimizes transportation barriers and ensures equitable access.

Action plan: advance climate planning, factor transport and clarify accommodations

- Concrete actions:
 - advance Business Continuity Planning for extreme weather in regional areas
 - include transportation review in site selection process (via PSPC)
 - reinforce communication on how to request accommodations
- Timeline: immediate implementation using existing resources
- Tracking outcomes:
 - all employees are accommodated who require it

Action plans associated to this priority do not apply to fleet.

Culture

Culture reflects the attitudes, behaviours and organizational practices that shape how accessibility is valued and integrated across CFIA. Building a culture of accessibility is essential for lasting change and requires awareness, training, accountability and leadership.

The following section outlines cultural barriers and actions to embed accessibility in CFIA's organizational values.

Barrier: disconnect between inclusion policies and employee experiences create inconsistent accessibility

Desired results: CFIA consistently demonstrates accessibility and inclusion through visible and meaningful support for all disabilities, increased awareness and uniform application of inclusion policies and timely, fair DTA decisions that enhance employee experiences.

Action plan 1: accessibility and inclusion policies are applied consistently

- Concrete actions:
 - launch a Neurodiversity Employee Network for peer support and policy input
 - develop manager learning modules on invisible disabilities and neurodiversity
 - integrate accessibility accountability into senior leaders' performance agreements
 - conduct pulse surveys to monitor inclusion consistency across branches/regions
- Timeline:
 - network, module and first survey launched in Year 1; Commitments integrated into leaders' performance agreements in Year 2 and ongoing
- Tracking outcomes:
 - network formally launched; # of members and participation in events/meetings; qualitative feedback from members
 - percentage of managers completing the learning module
 - percentage of senior leaders with accessibility commitments included in performance agreements
 - pulse survey response rate; percentage of employees reporting consistent experiences of inclusion across branches/regions

Action plan 2: increase awareness and consistency of inclusion policy implementation

- Concrete actions:
 - execute an awareness campaign to provide direction and consistency on policy and lived experiences
 - mandate accessibility and unconscious bias training
 - create open feedback channels for employees and managers
- Timeline:
 - campaign awareness completed by Year 2

- internal assessment of feedback/performance completed by Year 3
- Tracking outcomes:
 - reduction in inconsistencies reported by PwD in feedback and surveys

Action plan 3: prompt, consistent and fair DTA decisions

- Concrete actions:
 - empower managers to make and escalate DTA decisions with clear understanding of legal and operational requirements
 - hold executives accountable through regular reviews, tracking progress and enforcing timely corrective actions to ensure consistent accessibility
- Timeline: year 1
- Tracking outcomes:
 - increased employee survey scores on consistency and fairness of DTA decisions

Barrier: stigma and fear discourage disability disclosure and accommodation requests

Desired results: employees feel safe and supported in disclosing disabilities and requesting accommodations without fear of stigma or reprisal, while policies fully address invisible disabilities and clarify responsibilities under the DTA.

Action plan 1: employees feel safe and supported in disclosure and accommodation

- Concrete actions:
 - implement a confidential, streamlined process using the Passport
 - provide training for managers on supporting accommodation requests through the Passport
 - launch campaigns featuring employee stories to reduce stigma and normalize disclosure
 - share examples of employees who received accommodations and thrived
 - establish a program where employees with lived experience confidentially support others through disclosure/accommodation (peer navigator accessibility program)
- Timeline: year 1 and ongoing
- Tracking outcomes:
 - annual tracking through PSES/Pulse surveys and evaluation; minimum 2 success stories per year

Action plan 2: Employees feel safe and supported in disclosure and accommodation

- Concrete actions:
 - include success stories in Peer Support Program campaign to reduce stigma and normalize disclosure of disability and accommodation request
 - promote Manager Process Map – Removing Barriers for an Accessible Workplace during Passport (October 2025). Increase visibility of this document by posting it on Merlin pages
 - provide awareness sessions on DTA for employees and managers
 - maintain Accessibility, accommodation and well-being Merlin page (launched July 7, 2025) which offers a variety of resources and guidance on the accommodation process and clearly defines roles and responsibilities for managers and employees
 - continue DTA sessions in Supervisory School
- Timeline: year 2 and ongoing
- Tracking outcomes:
 - number of communications (for example, Merlin posts, articles, sessions) highlighting accessibility success stories
 - percentage of employees reporting feeling safe to disclose in surveys and supported by their manager (for example, PSES)

Barrier: inconsistent management support and knowledge hinder accessibility

Desired results: managers have the knowledge and resources needed to confidently and efficiently address accommodation requests.

Action plan: Promote key tools and raise DTA awareness

- Concrete actions:
 - promote Manager Process Map – Removing Barriers for an Accessible Workplace during Passport launch (October 2025) and post on Merlin pages
 - provide awareness sessions on DTA for employees and managers
 - maintain Accessibility, accommodation and well-being Merlin page (launched July 7, 2025)
 - continue DTA sessions in Supervisory School
- Timeline: year 2 and ongoing
- Tracking outcomes:
 - increased employee satisfaction reported on the PSES related to the accommodation of employee needs

- satisfactory survey results from the Passport following the launch
- satisfactory survey result from the Supervisory School sessions

Barrier: rigid policies and cumbersome processes undermine inclusion and accommodation efforts

Desired results: employees trust that all accommodation requests, including those related to return-to-office, are handled with compassion, timeliness and fairness.

Action plan: promote inclusive practices

- Concrete actions :
 - promote a more inclusive, social model approach to accommodation (conversation-based, minimizing unnecessary medial documentation)
 - promote the Manager Process Map – Removing Barriers for an Accessible Workplace during the Passport launch and post on Merlin pages
 - reinforce that DTA is no longer an exception for return-to-office; all requests follow the standard process
- Timeline: year 1 and ongoing
- Tracking outcomes:
 - increased employee satisfaction reported on PSES
 - satisfactory survey results from the Passport use following the launch

Reporting, monitoring and accountability

Reporting

This 3-year plan includes a range of activities designed to embed lasting changes that benefit both clients and employees with disabilities. CFIA will implement the plan in collaboration with employees with disabilities, stakeholders and branches across the Agency. The plan will be updated as needed to reflect lessons learned, emerging research and best practices.

In accordance with the ACA and its regulations, CFIA will publish an updated accessibility plan every 3 years, with annual progress reports in between. Progress reports will summarize feedback received and demonstrate how it has informed actions, ensuring transparency and accountability.

The Equity, Diversity and Inclusion team within the Human Resources Branch is responsible for monitoring the plan and ensuring accountability for results. A performance measurement framework will be used to track progress and report on outcomes.

Monitoring and evaluation tools

CFIA will use a mix of quantitative and qualitative tools to measure progress, identify gaps and ensure continuous improvement:

- Accessibility Action Plan Annual Progress Report – tracks completed actions, outstanding items and next steps
- Public Service Employee Survey – measures employee experiences and perceptions of accessibility
- employment equity metrics – monitors representation, trends and gaps for employees with disabilities
- Maturity Model on Diversity and Inclusion – evaluates organizational culture, leadership commitment, policies and practices related to accessibility and inclusion, providing insight into cultural and behavioral change
- behavioral and cultural indicators – assesses workplace culture, inclusivity and accessibility practices through employee feedback
- direct employee surveys and feedback mechanisms – gathers input through anonymous submissions, pulse surveys and focus groups
- user feedback via My CFIA Walk Me survey – collects reports of accessibility barriers encountered while using CFIA services; feedback is reviewed quarterly in stakeholder meetings and an issue tracker assigns teams to resolve concerns

Data from these sources will be analyzed regularly to inform strategic decisions, identify barriers and adjust actions as needed. Metrics and quantitative data will be complemented with qualitative insights to ensure CFIA is building not only accessible systems, but also an inclusive culture where employees and clients with disabilities can thrive.

Accountability

Accountability for accessibility at the CFIA is shared across all levels of the organization. The President and Senior Management Committee (SMC) provide overall leadership and oversight for the implementation of this Plan. Branch Heads are responsible for embedding accessibility within their operations and reporting on progress within their areas of responsibility. Managers and supervisors are accountable for supporting employees with disabilities, implementing accessible practices and ensuring inclusive workplaces day-to-day.

The Equity, Diversity and Inclusion team within the Human Resources Branch coordinates the Accessibility Plan, monitors progress and provides Agency-wide guidance and support. Annual progress reports will be reviewed by the SMC to ensure sustained leadership attention, oversight and corrective action where needed.

By embedding accountability at every level of the Agency, CFIA ensures that accessibility is not only a compliance requirement but also a shared responsibility that drives cultural change and measurable results.

Conclusion

The CFIA's new 3-year Accessibility Plan represents a bold commitment to creating an inclusive, barrier-free workplace and service environment. Through 8 strategic priorities – Employment, Built Environment, ICT, Communication, Procurement, Design and Delivery, Transportation and Culture – the Agency will embed accessibility into every facet of its operations. This plan goes beyond compliance by driving systemic change, including fostering equitable hiring, modernizing facilities and digital systems, ensuring clear and inclusive communication and streamlining accommodation processes. By prioritizing awareness, accountability and continuous improvement, CFIA will empower employees and clients, strengthen trust and advance its obligations under the ACA. This is not just a plan—it is a roadmap to a more inclusive future where accessibility is the standard, not the exception.