



disability EMPLOYMENT



Government
of South Australia

Welcome to the South Australian Disability Employment Toolkit. This Toolkit provides information and resources to assist agencies in creating inclusive, accessible, safe and informed workplaces that value the contribution and experience of people with disability.

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Our commitment

I firmly believe that our Public Sector's strength comes from our people. Collectively building a diverse, inclusive and safe Public Sector in which everyone belongs is fundamental to this.

I am pleased to present the **South Australian Public Sector Disability Employment Toolkit** which has been developed by my Office. It provides practical tools and information to help ensure our workplaces are inclusive and accessible, and that the contributions of the diverse experience of our employees are valued.

It's our people – and their shared commitment and collective energy – that help us deliver excellent services for our diverse community. That's why building a culture of inclusion in our South Australian Public Sector workplaces, free from stigma and discrimination, is essential.

We know that 20%¹ of South Australians identify as living with disability and Public Sector employees with disability make up 1.33%² of our workforce. This number may not truly reflect the overall number of people with disability across our workforce. The collection of data poses many challenges due to the complex nature and definition of disability, acquired disability and the confidence of employees to disclose disability. However we need to improve this.

To support a whole of Government approach to improving the inclusion of South Australians living with disability, the [Disability Inclusion Act 2018](#) was enacted. The Act, along with the inaugural [Inclusive SA – State Disability Inclusion Plan 2019-2023](#), launched in November 2019, sets out priorities and actions for public sector agencies to promote the rights of people with disability and to support their full potential as equal citizens.

I am passionate and committed to supporting the employment and development of people with disability

Erma Ranieri
Commissioner
For Public Sector
Employment



Last year, I invited all South Australian Public Sector employees to participate in the inaugural **I WORK FOR SA - Your Voice Survey** to tell us about what matters in their workplaces. The responses told us that while a high proportion of respondents felt that the agency they worked in was committed to creating a diverse workforce, employees with disability were less satisfied overall about career and working conditions compared to the sector average. This, along with the low proportion of employees identified as living with disability in the Public Sector, demonstrates we can do better.

In response, the I WORK FOR SA – Your Voice Action Plan 2019-20 is now underway. This Plan provides a whole of government approach to maximise wellbeing at work, and will help the sector to perform at its best and ensure we are an Employer of Choice that positively serves our community.

The **Disability Employment Toolkit** supports the **South Australian Public Sector Disability Employment Strategy** and **South Australian Public Sector Disability Employment Plan** by providing access to information and resources for leaders, managers and employees.

The Toolkit provides an important foundation for our agencies to increase awareness about how to create a workplace that promotes opportunities for all, provides a safe space free from discrimination and supports inclusive employment strategies.

I am passionate and committed to supporting the employment and development of people with disability and I encourage you to use the Toolkit to make a difference in your workplace.

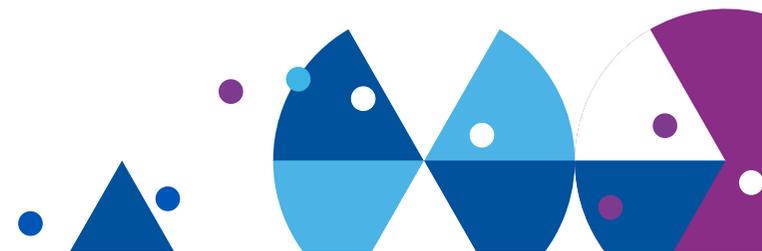
As Commissioner for Public Sector Employment, I will:

- 1** Promote the **South Australian Public Sector Disability Employment Toolkit** across our workforce to increase diversity in the public sector and improve employment outcomes for people with disability through strong leadership and the use of tools and resources.
- 2** **Support the implementation of the:**
 South Australian Public Sector Diversity and Inclusion Strategy
 South Australian Public Sector Diversity and Inclusion Plan 2019-20
 South Australian Public Sector Disability Employment Strategy
 South Australian Public Sector Disability Employment Plan.
- 3** Work with other Public Sector leaders to create an organisational culture that supports the employment of people with disability to ensure we are recognised as an Employer of Choice.
- 4** Increase awareness about issues impacting the employment of people with disability and work collaboratively with Public Sector agencies to remove barriers.



Erma Ranieri
 Commissioner For Public Sector Employment

1 2018 survey, Australian Bureau of Statistics (ABS)
 2 Workforce Information Report (OCPSE)



NAVIGATING THIS TOOLKIT

The Toolkit is divided into sections for ease of use and navigation. It does not need to be read from start to finish but is designed for the user to access the section they need. It includes the following sections:

Acknowledgement of Country

The South Australian Government acknowledges and respects Aboriginal people as the State's first people and recognises their traditional relationship with Country.

We acknowledge that the spiritual, social, cultural and economic practices of Aboriginal people come from their traditional lands and waters, and that the cultural and heritage beliefs, languages and laws are still of importance today.

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Introduction

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What is the Disability Employment Toolkit?

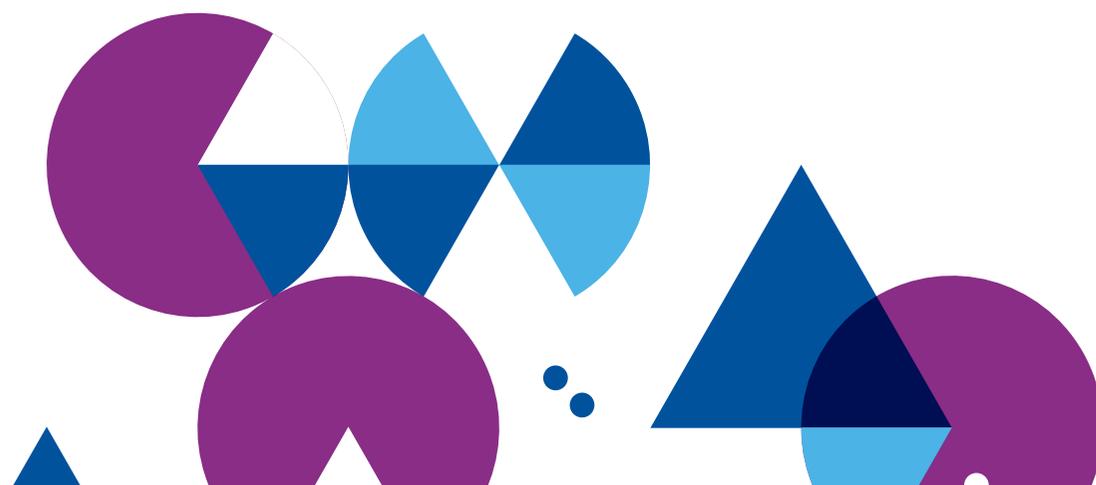
The Toolkit outlines how SA Public Sector agencies can create inclusive workplaces that reflect our community and fulfil the objects and principles of the [Public Sector Act 2009](#).

The Toolkit is aimed at SA Public Sector leaders, managers and employees who all have a collective responsibility to contribute to an inclusive workplace free from discrimination. People with responsibilities in work, health and safety, injury management, human resources, learning and development, leadership, change management and organisational development can use the Toolkit to access a useful suite of resources to assist improving employment outcomes for people with disabilities.

There are also resources and advice for all employees to improve awareness about disability employment.

The Toolkit supports the implementation of the [South Australian Public Sector Disability Employment Strategy and Plan](#) with practical information and resources that can be used to:

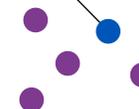
- ▶ Assist agencies in creating a workplace culture that is informed, inclusive and safe
- ▶ Assist workplaces to support the recruitment, retention and development of people with disability throughout their public sector career
- ▶ Ensure Human Resources staff and Hiring Managers make disability employment a focus of recruitment
- ▶ Increase workplace diversity and inclusion by working to achieve a diverse, safe and inclusive Public Sector where everyone belongs.



1

5

in South Australia,
1 in 5 people identify as
living with disability³



3 Australian Bureau of Statistics (ABS) 2018

What is the Disability Employment Strategy?

The [South Australian Public Sector Disability Employment Strategy](#) provides a framework to create a more inclusive, accessible, safe and informed Public Sector that values the contribution and experience of employees with disability.

The Strategy identifies three priorities:

1. Enabling Inclusive, Accessible, Safe and Informed Workplaces
2. Facilitating Improved Recruitment, Retention and Career Development Strategies
3. Improving Monitoring and Reporting Capabilities

The Strategy recognises that agencies will be at different stages in their disability employment approach and using other comparable frameworks. It is designed to support existing strategies and provide a foundation on which to build best practice.

What is the Disability Employment Plan?

The Strategy is supported by the [South Australian Public Sector Disability Employment Plan](#) which has been developed to strengthen the commitment to create inclusive workplaces where employees feel supported to be fully engaged in their workplace.

The Plan specifies a number of actions that agencies are required to undertake to deliver on the three priorities of the Strategy. The Plan will also inform and assist agencies when developing their Disability Access and Inclusion Plans (DAIPs).

What is a Disability Access and Inclusion Plan (DAIP)?

Developing a DAIP demonstrates that agencies recognise the importance of inclusion and access for everyone, have a welcoming attitude towards a diverse range of people and have employees who are aware of the needs of people living with disability.

Under the [Disability Inclusion Act 2018](#) all agencies will be required to develop and publish a DAIP by 31 October 2020 and report on it annually.

One of the key focus areas in developing a DAIP is to achieve improved employment outcomes for people with disability by identifying barriers and measureable actions to increase access and participation.

recognise the
importance of
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access for
everyone

5 STEPS TO SUCCESS

1. Collaboration

Ensure ongoing communication and consultation with employees at all levels during the development, implementation and evaluation of the agency DAIP.

2. Accountability

Identify who is responsible for developing, implementing and monitoring the DAIP.

3. Prioritisation

Ensure the DAIP is endorsed by the leadership team and articulates the shared priorities of the agency based on analysis and existing data.

4. Evaluation

Develop a benchmark measure of employees' experience through an across agency survey prior to the introduction of the DAIP which can be used in tracking and monitoring subsequent surveys.

5. Resources

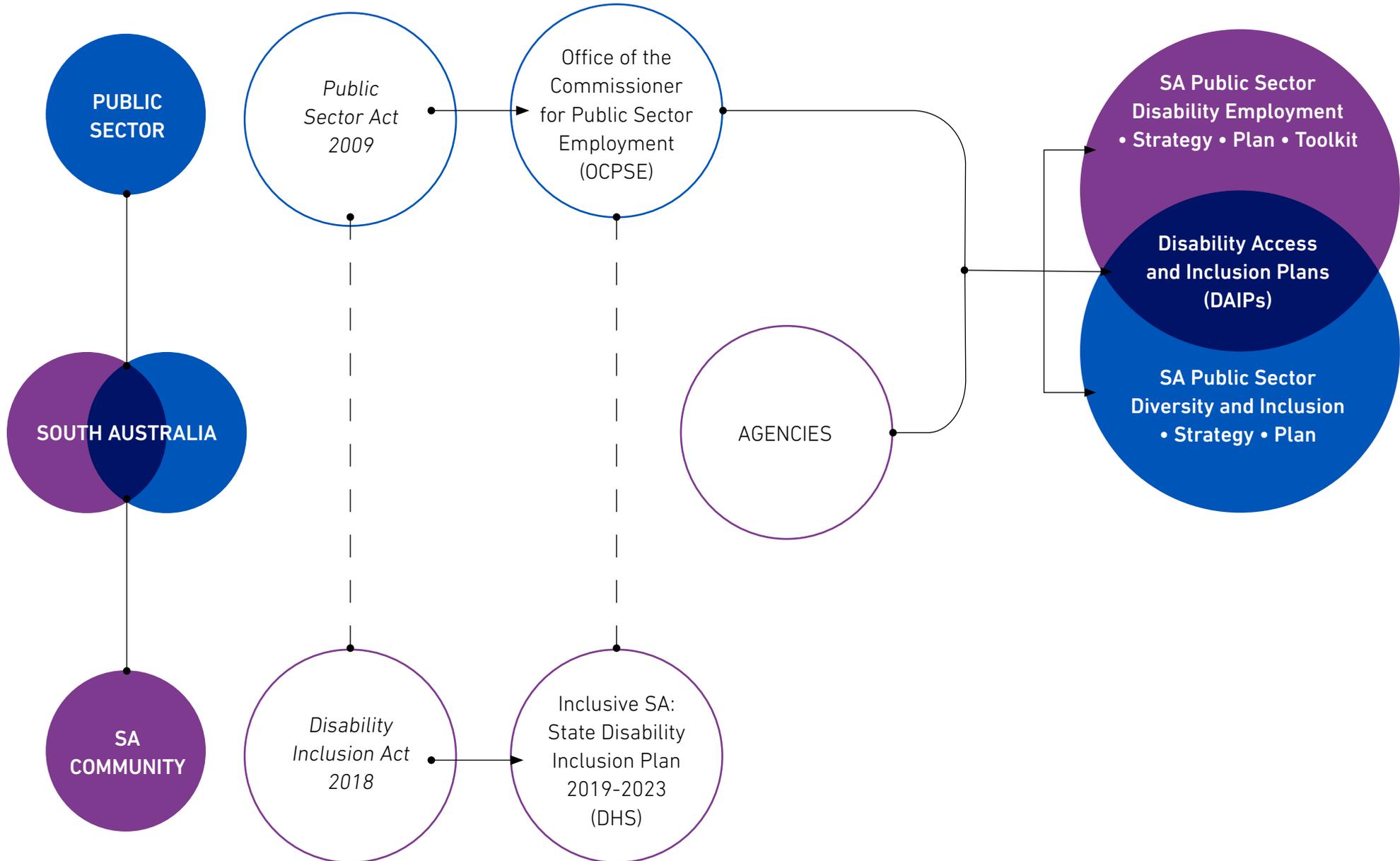
Ensure sufficient resources are allocated to implement, monitor, report and evaluate the DAIP.

For Guidelines and DAIP template:

[Inclusive SA: Disability Access and Inclusion Plan \(DAIP\) Guidelines](#)



OUR POLICY LANDSCAPE





Employment Essentials ▶

2

2.1

What is disability?

People with disability are part of our community and workplaces.

The [*Disability Discrimination Act 1992 \(Cth\)*](#) defines disability as:

- ▶ Total or partial loss of the person's bodily or mental functions
- ▶ Total or partial loss of a part of the body
- ▶ The presence in the body of organisms causing disease or illness
- ▶ The presence in the body of organisms capable of causing disease or illness
- ▶ The malfunction, malformation or disfigurement of a part of the person's body
- ▶ A disorder or malfunction that results in the person learning differently from a person without the disorder or malfunction
- ▶ A disorder, illness or disease that affects a person's thought processes, perception of reality, emotions or judgment, or that results in disturbed behaviour;

It is against the law to treat staff unfairly because of a disability, regardless of whether the disability is permanent or temporary.

The [*Disability Discrimination Act*](#) includes disability that:

- ▶ Presently exists
- ▶ Previously existed but no longer exists
- ▶ May exist in the future (including because of a genetic predisposition to that disability)
- ▶ Is imputed to a person (meaning it is thought or implied that the person has disability but does not).

Disability can take many forms:

- ▶ It can result from accident, illness, congenital disorders or genetics
- ▶ Physical, intellectual or mental health-related
- ▶ It may be visible or hidden, permanent or temporary and may have a little or major impact on a person's life
- ▶ It may affect mobility, ability to learn, or ability to communicate

It is against the law to treat staff unfairly because of a disability, regardless of whether the disability is permanent or temporary.

2.2 Steps to best practice

WHAT IS BEST PRACTICE?

The *Public Sector Act 2009* contains principles that apply to all Public Sector agencies, including being an Employer of Choice.

The Act sets the standard for a service focussed, collaborative and ethical organisation. It also outlines the rights of employees to a fair and just workplace.

A FRAMEWORK FOR PUBLIC SECTOR AGENCIES

The Office of the Commissioner for Public Sector Employment (OCPSE) is committed to supporting agencies in creating positive, accessible and inclusive workplaces for new and existing employees with disability across the Public Sector.

Our aim is for employees to be supported to perform at their best, and be respected as valued members of our workforce.

The employment of people with disability can benefit the Public Sector and the community by:

- ▶ Utilising the valuable knowledge and skills of 20%³ of the state's population
- ▶ Enhancing disability awareness
- ▶ Improving policies and processes
- ▶ Building a workforce that is more reflective of the community it serves
- ▶ Creating opportunities for financial independence and economic benefits for the state
- ▶ Broadening the talent pool in the Public Sector and addressing skill shortages.

The OCPSE is working with agencies to increase the recruitment, development and retention of people with disability, creating rewarding career paths and providing access to opportunities, this can be achieved by:

- ▶ Improving the accountability and commitment of SA Public Sector leaders
- ▶ Creating resources and information for agencies
- ▶ Improving recruitment practices to increase applications from candidates with disability
- ▶ Identifying and addressing barriers
- ▶ Fostering inclusive workplace cultures.

3 Australian Bureau of Statistics (ABS) 2018

What is unconscious bias in the workplace, and how can we tackle it?

Unconscious bias can affect our decisions in all areas of life, but especially in the workplace.

Unconscious bias occurs when we favour or discriminate against people because of these influences without realising it.

While we may try to be as objective as possible when making important decisions, especially when these relate to work, we are all subject to unconscious bias. The more we are aware of this, the more we can mitigate it.

Influences such as our background, experiences and environmental conditions can all play a part in shaping our choices, whether we realise it or not. For the most part, this is not a major issue.

Unconscious bias can have a major impact on people-related decisions at work, especially when it comes to recruitment, promotion, performance management and idea generation. When bias is prevalent, agencies will struggle to hire diverse teams, and efforts to improve workplace inclusion will not succeed.

CHALLENGE YOUR BIAS

There are many ways agencies and employers can strive for best practice in disability employment. Most include focusing on creating more opportunities by targeting potential candidates with disability.

Contact with candidates with disability is by far the best way to learn about the diversity of disability, break down myths and stereotypes, enhance understanding, build confidence as a manager, and most importantly, employ great staff.

Giving careful consideration to the recruitment process provides an opportunity to minimise the impact of unconscious bias on hiring decisions. For example, offering interviews to all candidates with disability who meet the basic requirements of the roles is a good place to start.

Important things to remember:

- ▶ Unconscious bias may affect our understanding of disability
- ▶ Being open minded is a great start to increasing awareness of disability and employment
- ▶ Awareness can build confidence and may reduce the impact of bias
- ▶ No two people experience disability the same way
- ▶ Labelling a person only reinforces stereotypes and limits opportunities
- ▶ Seeking advice or assistance on recruitment practices, particularly in relation to the impact on employees with disability, is a positive thing to do.

For information: [Queensland Government, Unconscious biases](#)



Communication

If you have had little exposure to disability through friends, family or work colleagues, you may be unsure of what to do, how to act, what is correct and what might offend.

The most effective strategy to create inclusive cultures is to be sensitive, flexible, honest and if in doubt ask for advice from people with lived experience.

When referring to people who experience disability, the most commonly used terms in Australia are 'person with disability', 'person living with disability' and 'person with lived experience'. This puts the emphasis on the person, not the limitation or disability; and is referred to as 'people first' language.

For information on communication with people with disability:

[Australian Federation of Disability Organisations](#)

The most effective strategy to create inclusive cultures is to be sensitive, flexible, honest...

How can we create an inclusive, accessible, safe and informed workplace for all employees?

LEADERS

Public Sector employees look to their leaders to drive and champion change. Leaders can drive change by working collaboratively in developing policies and plans in accordance with relevant legislation and guidelines, and setting goals and expectations.

MANAGERS

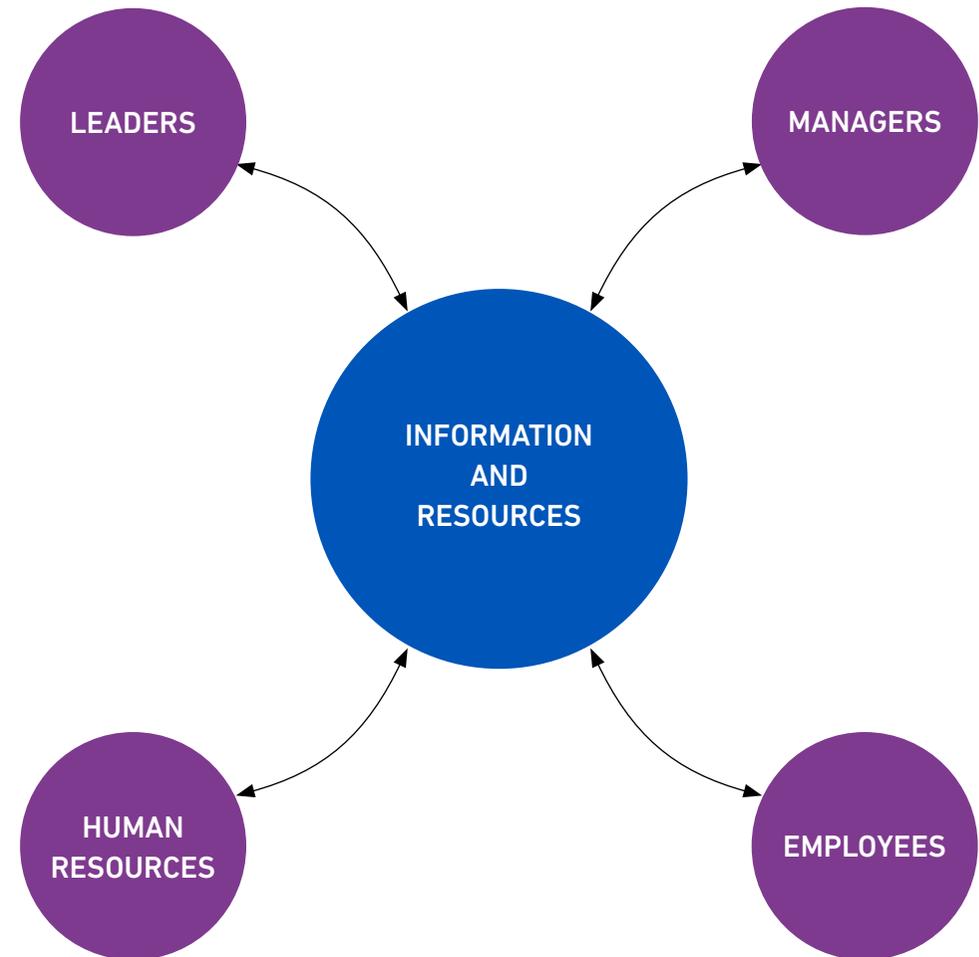
Managers need to attract the best people and ensure recruitment practices are fair and equitable. An important part of any manager's role is to support all employees, including those with disability, to perform at their best.

HUMAN RESOURCES

Human Resources staff have a responsibility to assist managers to recruit suitable candidates in accordance with legislative and Public Sector requirements. Taking the lead in increasing disability employment will enhance an agency's reputation as an Employer of Choice and assist it to be more inclusive.

EMPLOYEES

All employees have a responsibility to uphold the Public Sector Values and contribute to an inclusive workplace free from discrimination.



Demonstrating leadership commitment

An agency's leadership team has an essential role in creating and maintaining an organisational culture that expects, promotes and supports inclusive workplaces leading to improved employment outcomes for people with disability.

This can be achieved by making a positive and visible commitment to creating an inclusive workplace including championing its people, modelling supportive behaviours and acknowledging the diversity of employees.



Leadership includes oversight of and accountability for agency goals.

There are many strategies that can be used to assist leaders in creating an inclusive workplace.

Some options to help create inclusive workplaces include:

- ▶ Developing a business case focusing on the specific priorities for the agency (eg. benefits of positioning as an employer of choice, and improved recruitment and retention outcomes)
- ▶ Demonstrating the link to the SA Public Sector Values and Behaviours Framework, Code of Ethics and agency values
- ▶ Ensuring strategies are informed by legal obligations
- ▶ Using case studies to show how workplaces have developed strategies to increase diversity
- ▶ Setting targets which are agency specific and build on existing outcomes.
- ▶ Demonstrating the return on investment of an inclusive and diverse workplace

HOW CAN A LEADERSHIP TEAM SHOW THEIR COMMITMENT TO CREATING A DIVERSE AND INCLUSIVE WORKPLACE?

► Write it down by...

signing a [Statement of Commitment](#) and display it in your agency and on the Intranet.

► Include indicators...

in leadership performance agreements on the diversity, recruitment and development of employees with disability.

► Assign specific actions...

to develop a diverse and inclusive workplace to members of the leadership team.

► Talk often about diversity and disability...

at presentations, meetings and other opportunities that arise. If you or a person close to you has experienced living with disability, consider sharing your experience to assist people to feel confident and safe in discussing disability at work.

► Communicate zero tolerance...

for discriminatory or disrespectful behaviour and actively call out negative behaviour when witnessed.

► Ask employees how they are...

rather than asking how specific work or projects are going. Use regular informal performance discussions to proactively ensure employees are receiving adequate feedback and recognition, clarification about their roles, appropriate support and have what they need to perform their role.

► Attend meetings...

where the agency's plan to improve diversity at work is being discussed.

► Encourage and participate...

in disability awareness raising such as public awareness events, including [International Day of People with Disability](#) held in December each year.

2.3 Workplace benefits

ECONOMIC AND SOCIAL BENEFITS OF EMPLOYING PEOPLE WITH DISABILITY

Improving employment outcomes for people with disability will provide significant benefits to workplaces, the economy, the community and individuals.

Employment provides people with an income, leading to higher living standards and financial independence. Employment can also contribute to a sense of identity and self-worth and have positive health impacts.

Agencies also benefit from the diverse range of skills, talents and qualifications that people with disability have to offer.

Research has shown that workers with disability have higher rates of retention, better attendance and fewer occupational health and safety incidents than those without a disability.

For information on economic and social benefits:
[Australian Human Rights Commission](#)

Click on a circle to find out more:



IMPROVED CUSTOMER SERVICE

A workforce that better reflects South Australia's diversity contributes to providing services that are required and improves service delivery and the customer experience.

By employing people with disability, public sector agencies can:

- ▶ Reflect the diversity of the community
- ▶ Build positive relationships to understand and respond to customers' needs
- ▶ Design and deliver appropriate services for all customers

STRATEGIC

South Australians expect a modern Public Sector that is inclusive and diverse.

By employing people with disability, public sector agencies will:

- ▶ Maximise available expertise
- ▶ Gain diverse perspectives
- ▶ Understand how disability affects people
- ▶ Create policies and services that are responsive to the needs of employees and clients with disability
- ▶ Develop new strategies to attract, develop and retain qualified staff
- ▶ Build better relationships with stakeholders.

INCREASED INNOVATION

Employees with disability bring unique experiences and understanding which can transform a workplace and enhance policies and services.

Benefits of employing people with disability include:

- ▶ Improved business processes and productivity
- ▶ A broader range of perspectives leading to an increased flow of ideas
- ▶ The development of next-generation policies and services.

EMPLOYER OF CHOICE

Employing people with disability enhances the Public Sector's reputation as an Employer of Choice. In South Australia 1 in 5⁴ people live with disability. We are committed to building a diverse workforce that is representative of the community we serve. Being an Employer of Choice helps recruit talent and attract diversity.

LEGAL

Legal compliance is a key aspect of corporate governance and responsible business practices.

Being inclusive helps agencies to:

- ▶ Better anticipate the needs of employees and clients with disability
- ▶ Comply with relevant international, national and state legislation.

4 2018 survey, Australian Bureau of Statistics (ABS)

ETHICAL

People with disability are an important part of our diverse community.

By employing more people living with disability, the SA Public Sector can:

- ▶ Reflect society's values of inclusiveness
- ▶ Ensure greater social equality
- ▶ Help improve the lives of people with disability
- ▶ Challenge discrimination
- ▶ Create a culture of inclusion
- ▶ Increase awareness.

LEADERSHIP

A focus on equality of employment opportunities can drive cultural change through inclusive and supportive management practices.

Strong leadership in promoting disability employment assists the agency to:

- ▶ Develop skills in change management, people management, job design and accessibility
- ▶ Enable managers to recognise and enable human resource potential
- ▶ Build flexible management skills
- ▶ Enable leaders to contribute to developing an inclusive culture
- ▶ Create leadership opportunities for people with disability.

ECONOMIC

Increased workforce participation brings benefits to the South Australian economy and agencies by:

- ▶ Ensuring greater economic participation and equality
- ▶ Improving productivity
- ▶ Minimising hiring costs through increased retention
- ▶ Lowering induction and training costs from reduced turnover
- ▶ Providing opportunities for people with disability to contribute to the economy as employees, entrepreneurs and consumers.

It is important to consider the opportunities to communicate the benefits of working for the SA Public Sector and individual agencies.

Factors that influence an agency's ability to attract applicants include recruitment experience (including applicant management and timeliness), on-boarding (induction) approach, access to professional development opportunities, flexible working arrangements and career mobility.

Current recruitment processes and practices need to reflect the dynamic and changing role of Government and the SA Public Sector. Role descriptions and advertisements need to be in plain English and not discourage potential employees from applying by the use of bureaucratic, improperly discriminatory or gender-biased language and complex selection criteria.



Recruitment and retention ▶



3.1

Legal obligations

Upholding the rights of people living with disability is everyone's responsibility. People with disability have equal rights to access and participate in all aspects of our society, including suitable employment and access to mainstream services and programs.

DISABILITY DISCRIMINATION

The [*Equal Opportunity Act 1984 \(SA\)*](#) promotes equality of opportunity between the citizens of this State; to prevent discrimination based on **sex, race, disability, age** or various other grounds; to facilitate the participation of citizens in the economic and social life of the community; and to deal with other related matters.

All employers are legally obliged to prevent discrimination in the workplace.

Direct disability discrimination is unfairly treating people because of their disability

Example:

- ▶ Not hiring someone based on a perceived or actual disability
- ▶ Dismissal or demotion
- ▶ Denying or limiting access to promotion, transfer, training or any other benefits
- ▶ Unreasonable workplace policies, practices and procedures.

Indirect disability discrimination is treatment which appears to be equal but is unfair on certain people because of their disability. To be unlawful it must be unreasonable.

Example: A policy that only provides full-time workers access to professional development – this could discriminate against a person with disability who works part-time.

Discrimination against employees with disability may include:

- ▶ A person with a disability refused employment because they have made a previous Work Cover claim
- ▶ Refusing to make reasonable adjustments available. Workers with a disability must be provided with any special facilities, services or reasonable accommodations they need to do their job, unless it would cause the employer unjustifiable hardship.
- ▶ Discrimination on the basis of a perceived disability. If you assume a person with a disability is not able to do the job, it could be discriminatory.
- ▶ Treating people unfairly because of a disability they had in the past or one they may develop in the future.
- ▶ Requiring an applicant to disclose details of disabilities or medical conditions that are not relevant to the performance of a role.

MAKE IT EASY FOR EMPLOYEES TO REPORT DISCRIMINATION

A feature of positive organisational culture is that employees feel safe to report discrimination or existing barriers within their work environment.

Sometimes mandatory fields that must be completed in formal reporting systems can raise concerns for employees that their confidentiality will not be protected. This can stop people from disclosing their disability. This is particularly important in cases of bullying and harassment where multiple parties, including line managers, may be involved. Alternatives to formal reporting should be available, eg. the Employment Assistance Program.

Often employees do not report an incident as they have resolved the issue themselves and do not realise that hazard and incident reports can provide useful information on trends and common hazards. Consider whether there needs to be increased education about the importance of reporting psychosocial hazards and incidents and the processes and protections that are in place for employees.

If employees are uncomfortable raising concerns regarding harassment or bullying with their line managers they should be encouraged to use one of the following avenues:

- ▶ Human Resources
- ▶ Another manager or executive in an outside agency, or a support person
- ▶ Employee Assistance Program
- ▶ Peer Support or Mental Health First Aid Officers
- ▶ Health and Safety Representative

PRE-EMPLOYMENT INFORMATION



In accordance with the Information Privacy Principles, agencies must not use the application process to collect data in respect of applicants unless it is directly relevant to an assessment of their suitability for the role that they are applying for.

Additionally, in line with equal opportunity principles and anti-discrimination laws, applicants should not be asked questions during the application process which are not directly relevant to the role and their suitability for employment in the SA public sector.



From:

[Guideline of the Commissioner for Public Sector Employment: Recruitment](#)

Employers are also liable if staff discriminate against others because of a disability, and may be held responsible.

If you are unsure of your obligations regarding employees with disability, assistance is available by contacting the [Equal Opportunity Commission](#) for advice.

A feature of positive organisational culture is that employees feel safe to report discrimination...

LEGISLATIVE AND POLICY CONTEXT

Disability rights are protected in many laws and treaties.

National

[Disability Discrimination Act 1992 \(Cth\)](#) makes it unlawful to discriminate against people seeking employment due to their disability, whether or not the disability is permanent.

[Australian Human Rights Commission](#) is an independent statutory organisation that seeks to protect human rights, including people with disability.

South Australia

[Equal Opportunity Act 1984 \(SA\)](#) promotes equality of opportunity for all South Australians. The Act aims to prevent discrimination and to give everyone a fair chance to take part in economic and community life.

[Disability Inclusion Act 2018 \(SA\)](#) requires the Minister to develop a State Disability Inclusion Plan - Inclusive SA: State Disability Inclusion Plan 2019-2023. State Authorities are required to have Disability Access and Inclusion Plans (DAIPs) that include a key focus on improving employment outcomes for people with disability.

The [Public Sector Act 2009 \(SA\)](#) outlines what is expected of the Public Sector and its employees. The Act sets the standard for a service-focused, responsive, collaborative and ethical organisation. The Act also outlines the rights of employees to a fair and just workplace.

The [Fair Work Act 1994 \(SA\)](#) makes it unlawful to discriminate in the workplace.

International

The [United Nations Convention on the Rights of Persons with Disabilities](#) promotes, protects and ensures the full and equal enjoyment of all human rights and fundamental freedoms by all persons with disabilities, and promotes respect for their inherent dignity.

ACCESS TO PUBLIC SECTOR VACANCIES

The [Public Sector Act 2009 \(SA\)](#), Section 65 enables an Employment Opportunity Program to be declared to assist persons of a defined class to gain employment training or experience in the Public Sector. Under this provision, an Employment Opportunity Programs/Disability Employment Program was gazetted (Notice 12. /2017).

The Disability Employment Program assists job ready persons registered with a Disability Employment Services (DES) provider to have a pathway into the Public Sector.

Candidates registered with a DES provider can apply for all government internal vacancies, even if they are not currently employed in the Public Sector.

For information on DES providers: [JobAccess](#)

SA Public Sector agencies may, following a merit based selection process, engage eligible persons referred to roles through the program on a term basis for a maximum period of five years or on an ongoing basis.

The OCPSE – [Determination 1: Merit, Engagement, Assignment of Duties and Transfer of NonExecutive Employees](#) covers employment matters such as merit, engagement, assignment of duties and the transfer of nonexecutive employees and also covers merit based selection processes.

People with a declared disability aged 17-35 years can also apply for Public Sector Traineeships, including through [Skilling SA](#).

COMMONWEALTH ASSISTANCE – JOB ACCESS

Job Access is funded by the Commonwealth Government and is a national hub for workplace and employment information for people with disability, employers and Disability Employment Service (DES) providers. It brings together information and resources that can help drive disability employment.

The Commonwealth Government also provides funding through the Employment Assistance Fund (EAF) to cover the costs of making workplace changes. This can include purchasing equipment, modifications or accessing services for people with disability.

Disability Employment Australia's (DEA) Job Access Website provides a range of up to date resources, services and support to state and federal Government agencies.

For information: [JobAccess](#)

For more information or assistance, please email:
OCPSEmploymentPrograms@sa.gov.au

CONSULTATION

All consultative processes must take into account cultural, language and disability requirements within the relevant workforce. This approach aims to increase understanding of the consultation process and the substantive issues that are the subject of consultation.

From: [Determination and Guideline of the Commissioner for Public Sector Employment: Employment Relations](#)

TRAVEL SUBSIDY FOR EMPLOYEES WITH A PERMANENT DISABILITY

Did you know...

An employee who, because of the nature of a permanent disability, is unable to use existing public transport to travel between their home and headquarters is entitled to the following provisions:

Private Motor Vehicle

Where an employee chooses to drive themselves or be driven from or to their main place of work in a private motor vehicle, the employee may be entitled to the motor vehicle allowance set out in 'Use of employees' motor vehicle'. Chief Executives are requested to ensure that car parking fees are reasonable and, having regard to the employee's disability, that the car parking facility is conveniently located.

Car Parking Fees

Employees who choose to use private motor vehicles to travel to and from work may be reimbursed for the total cost of car parking fees plus the prescribed allowance provided that the total of the reimbursement and allowance does not exceed the cost of a taxi.

Taxi

Where an employee travels by taxi they are entitled to be reimbursed the full fare paid on each trip. Where an employee regularly travels by taxi the Chief Executive may elect to either arrange a contract rate for a permanent booking or issue the employee with a Cabcharge voucher book.

From: [Determination 3.2: Employment Conditions – Remuneration–Allowances and Reimbursements](#)

3.2 Leadership

Creating a culture of care where people feel supported, are consistently respectful towards each other, and are positively engaged in their work, can help to lessen the impact of stressors in the workplace.

Leading a positive organisational culture supports and enhances inclusive work practices.

Surveys, such as the [I WORK FOR SA – Your Voice Survey](#), provide valuable information on areas of organisational culture that could be improved. Managers can review any existing climate survey data for their area to identify what could be improved to build a more positive culture in their team.

Inclusive workplaces demonstrate organisational cultures where:

- ▶ The purpose of the agency is clear
- ▶ Resources are aligned with key deliverables and workloads actively monitored and managed
- ▶ Leadership behaviours are consistent with the Code of Ethics for the SA Public Sector
- ▶ Employees are clear on the work required of them and how it links to the purpose of the agency
- ▶ Processes for recruitment, promotion, professional development, and other entitlements, are fair and equitable
- ▶ Expectations about respectful behaviours are clearly articulated and upheld
- ▶ Employees are not fearful of having a different opinion
- ▶ Dispute resolution processes encourage concerns to be resolved early
- ▶ Conversations about performance and wellbeing are held regularly, encourage the provision of ongoing feedback, recognition and role clarity
- ▶ Unsatisfactory performance and disrespectful behaviour is addressed respectfully and support is given to improve performance.

Leading a positive organisational culture supports and enhances inclusive work practices.

BUILDING THE POSITIVES

To create an inclusive and equitable workplace, consider the following positive actions:

- ▶ Conduct a survey (eg. I WORK FOR SA - Your Voice Survey or a local agency survey) to identify areas of workplace culture that need to be improved and seek suggestions about how to address these areas
- ▶ Facilitate leadership and management training to promote practices that support the wellbeing of people with disability
- ▶ Have regular interactions with employees to provide ongoing feedback as well as formal performance discussions
- ▶ Encourage teams to build positive co-worker relationships, understand each other's strengths and skills, work collaboratively and support one another
- ▶ Expect respectful behaviours consistent with the [Code of Ethics for the SA Public Sector](#) are understood by all employees and regularly discussed amongst the team
- ▶ Ensure role descriptions are regularly reviewed to ensure the job requirements are reasonable and follow the principles of good work design (eg. before recruitment and through the performance review process)
- ▶ Ensure recruitment methods are used to assess personal competencies relevant to the position to ensure job-person fit

- ▶ Ensure flexible working arrangements and reasonable adjustments are actively promoted and uptake is monitored
- ▶ Consider the impact of planned workplace changes identified prior to implementation and have appropriate actions to support employees embedded in the change plan
- ▶ Make extra support available to employees during organisational change
- ▶ Ensure mindfulness, wellbeing and resilience programs are considered to support employees to navigate challenges more effectively.

promote practices that support the wellbeing of people with disability

Checklist

BUILDING THE POSITIVES

This Checklist is intended to provide guidance on the range of policies and practices that can help underpin and sustain your agency's commitment to employing people with disability.

- Does your agency have policies or workforce plans that include a focus on people with disability?
- Does your agency have accessible information about reporting discrimination?
- Does your agency communicate the availability of disability policies and/or programs internally?
- Does your agency have someone who is responsible for your agency's commitment to the recruitment of candidates with disability?
- Does your workplace communicate support for flexible work practices and specialised reasonable adjustments (including IT)?
- Does your agency promote employment opportunities through a Disability Employment Service (DES) provider?

Use the information in these resources to find out more or contact:

OCPSEmploymentPrograms@sa.gov.au

3.3 The recruitment process

RECRUITMENT AND SELECTION

▶ To ensure the recruitment process is not a barrier when recruiting employees with disability in the SA Public Sector.

When recruiting it is important to consider:

- ▶ Encouraging people with disability to apply by having a fair and accessible process
- ▶ Being clear on business needs to inform a position description and duties
- ▶ Ensuring that an agency's professional development and leadership opportunities are inclusive of all employees
- ▶ Providing an opportunity for candidates to express any reasonable accommodation requirements
- ▶ Not assuming a person with disability is not able to do the job
- ▶ Being responsive and flexible with the interview process, eg. allowing more time if required
- ▶ Ensuring, if possible that a person with disability is on the interview panel.

From: [Guideline of the Commissioner for Public Sector Employment: Recruitment](#)

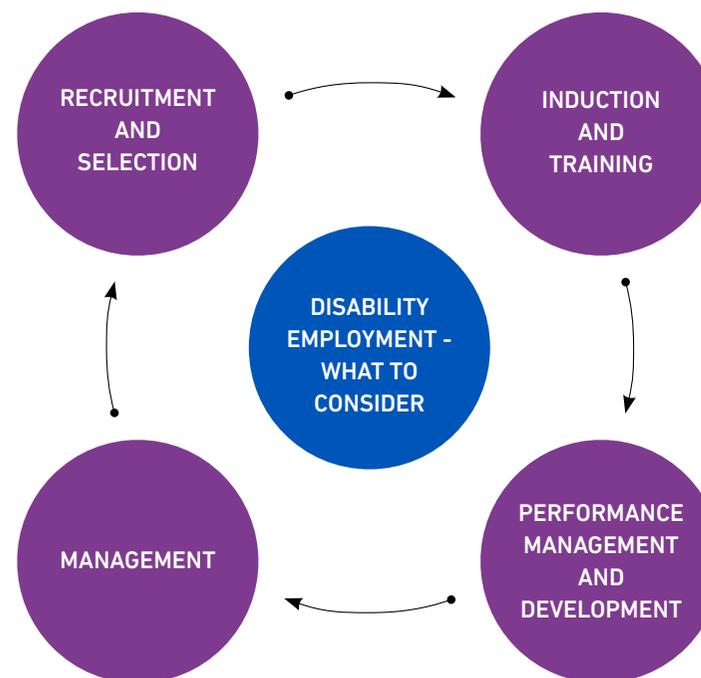
RECRUITING – A WORKING KNOWLEDGE

The best way to prepare to recruit candidates with disability is to have a good knowledge of three key concepts:

- ▶ Inherent requirements or job essentials
- ▶ Managing disclosure
- ▶ Making reasonable adjustments if required.

Recruitment is simply about giving people an equal opportunity to prove they can do the job. The challenge is to be flexible in the way we consider skills and capacity – looking beyond the disability and at what the individual brings to the workplace.

The Employment Cycle



JOB DESCRIPTIONS AND SELECTION CRITERIA

Advertising vacancies are an opportunity to consider what the real requirements of a role are – as opposed to a list of selection criteria that may not necessarily relate to what you actually need the role to achieve. These are referred to as the **inherent requirements** or **job essentials**.

When developing job descriptions, concentrate on what is to be achieved in the job and what tasks are involved, rather than how it is to be achieved. This will allow candidates to demonstrate how they would complete the essential elements of the job.

Example: When developing a job description, instead of using the term 'minimum typing speed', consider using 'ability to produce quality documents within a given timeframe using a word processing program'.

Due to the advances in technology there are a range of tools available that can enable individuals to meet outcomes/ requirements in alternative ways.

Also consider whether educational qualifications or specific work experience are essential to the position or just desirable. In some instances this could limit the pool of applicants unnecessarily.

Finally, avoid the use of internal jargon and acronyms and be as clear as you can about expectations.

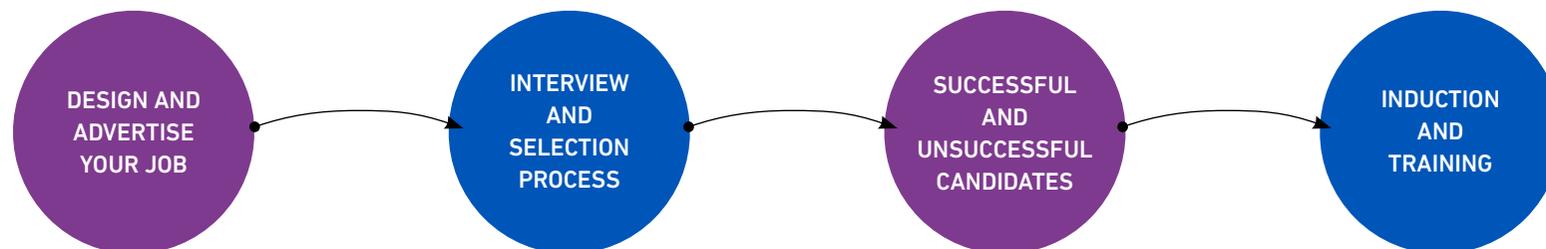
Having all of this information readily available in relation to prospective candidates with disability can assist in determining if the person is suitable, interested in the role, and whether they have the skills, experience, and ability required to effectively fulfil the role.

DISABILITY EMPLOYMENT SERVICE (DES) PROVIDERS

Remember, you are able to target jobs directly from Disability Employment Services (DES) providers. Employees on a DES register can also apply for public sector vacancies, including internal vacancies.

Candidates registered with a DES Provider can apply for all government internal vacancies, even if they are not currently employed in the Public Sector.

For information on DES providers: [JobAccess](#)



Checklist

RECRUITMENT

This Checklist is intended to draw attention to the different ways recruitment can be approached.

- Do you analyse job descriptions to ensure essential tasks are current and focus on what needs to be achieved rather than how it is achieved?
- Are you open to job re-design or customised employment options?
- Are you open to targeting particular vacancies for people with disability or considering a guaranteed interview approach for candidates with disability?
- Have you considered offering traineeships and apprenticeships to people with disability as a way of increasing knowledge and skills to enhance employment opportunities?
- Are you familiar with the range of support services and programs available to employers and people with disability?

Use the information in these resources to find out more or contact:

OCPSEmploymentPrograms@sa.gov.au

3.4 The interview and selection process

INTERVIEWS

Interviewing is an important part of the recruitment and selection process to find out whether the candidate has the skills and abilities to undertake the essential elements of the position.

When arranging interviews, ask all interviewees whether they have any specific requirements. If an applicant declares a disability:

- ▶ Make sure any accessibility requirements are arranged prior to the interview
- ▶ Brief the interview panel on the candidate's specific requirements
- ▶ Ensure the candidate has clear information on the location of the interview and how to access the venue.

When arranging an interview consider relevant factors, including:

- ▶ Is the office wheelchair-accessible?
- ▶ Is an Auslan Language interpreter available?
- ▶ Have you allowed a longer time for the candidate to answer questions?
- ▶ Is a hearing loop available?
- ▶ Are any other requirements needed?

You may be eligible for financial assistance to help with the cost of Auslan, interpreting services for new or existing employees, along with disability-specific or general disability awareness training.

For information: [JobAccess](#) or your DES provider.

Interview questions

When interviewing candidates with disability, only ask questions that would be asked of all candidates.

Example: "What support would you need to be effective in the role?"

It may be necessary for employers to ask questions about a disability. This requires some sensitivity. [The Disability Discrimination Act 1992 \(Cth\)](#) requires that it must be for legitimate non-discriminatory purposes.

For information on Interviewing People with Disability:

[Australian Network on Disability](#)

An employer may need to:

- ▶ Determine whether a person can perform inherent job requirements
- ▶ Identify any reasonable adjustments that may be necessary during the recruitment process and/or in the performance of the job
- ▶ Establish entitlements and obligations where disability may be relevant.

While the Disability Discrimination Act does not set out particular forms of words as permitted or prohibited, it is advisable for employers to ensure that the reason they are asking for disability information is clear.

Additionally, employers should ensure any information provided is confidential and protected against improper access or disclosure as with any information disclosed during an interview.

Feeling confident to discuss the impact of disability in the workplace might be challenging for some recruiters. An alternative approach could be to reinforce with the candidate that your agency is committed to the success of every employee and is open to having conversations about what each individual might need in order to excel in their job, including reasonable adjustments arising from disability.

It may also be helpful to use behavioural interview questions that are framed around job essentials which allow candidates an opportunity to demonstrate their skills and abilities, regardless of the context in which they were gained.

Example: When interviewing you could ask “tell me about a time when you solved a problem for a difficult customer” instead of “describe your call centre experience.” This may help the candidate demonstrate they have the skills required for a customer service role.

allow candidates an opportunity to demonstrate their skills and abilities

The following questions illustrate the type of questions that are appropriate when a person has disclosed disability:

- ▶ Are you able to safely perform all of the inherent or essential requirements of the position?
- ▶ This job involves research and report writing. Can you tell us how you would go about that?
- ▶ Will you need any changes or adjustments in the workplace to be able to perform the job?
- ▶ Are there any situations where your co-workers might need to know what to do to assist you?

Direct questions seeking specific details about the nature or origins of a person's disability, and negative assumptions or connotations, are to be avoided.

The following are examples of the style of questioning that the employer should avoid:

- ▶ How did you acquire your disability?
- ▶ How would your disability affect your ability to carry out the functions of this job?
- ▶ Do you think you would perform this role better or worse than someone without disability?

ASSESSING CANDIDATES

Not everyone interviews well, especially those who have been unemployed for some time. Take this into consideration and be open to using alternative ways of assessing a candidate's suitability for the role and consider other sources of information.

The following are a range of possible assessment techniques:

- ▶ Offer flexibility in the assessment process – be prepared to modify or waive some testing if there are other ways of obtaining information, eg. referee reports, written exercises, etc
- ▶ Be flexible in the presentation of essential information eg. written vs. verbal
- ▶ Think about the impact of the group assessment environment on the confidence of some candidates
- ▶ Consider previous examples of work as a form of practical job assessments
- ▶ Consider transferable skills the candidate may have acquired from non-traditional work or personal experience.

be open to using alternative ways
of assessing a candidate's suitability
for the role

FEEDBACK

- ▶ Whenever possible, employers should give feedback to unsuccessful applicants.
- ▶ It can be difficult providing feedback to unsuccessful candidates. Handled correctly, however, you can ensure that unsuccessful candidates can be satisfied with the process and how they were treated throughout if you are open, transparent and follow the appropriate guidelines.
- ▶ It must be made clear to all applicants that any decision has been based on skill or experience.

Feedback Tips

1. Keep good interview notes that you can refer to when giving feedback
2. Be honest, if they don't have the right knowledge or skills, tell them
3. Tell them something useful they can use to improve on their interview skills
4. Back up your comment with relevant examples from their interview
5. Don't make assumptions about how they may feel
6. Make sure you thank them for their time and interest in the position

For information on the Interview and Selection process: [JobAccess](#)



Disclosing disability



It may be unlawful discrimination to require an applicant to disclose details of disabilities or medical conditions that are not relevant to the performance of the duties of a role.

It is important that the role description accurately describes the outcomes and duties of the role. This will assist the candidate when responding to the relevant question in the [Pre-Employment Declaration](#) and enable the candidate to determine if they need to disclose any pre-existing disability or medical information as it may impede on their ability to perform the duties and functions of the role which they are applying for.

In certain circumstances, it may be appropriate to require a medical or functional capacity assessment to determine whether a candidate is able to perform the duties, functions and demands of a role. The medical or functional capacity assessment should be conducted for a candidate(s) who has progressed to the later stages of the selection process (in most cases at the time of the interview or prior to an offer of employment).

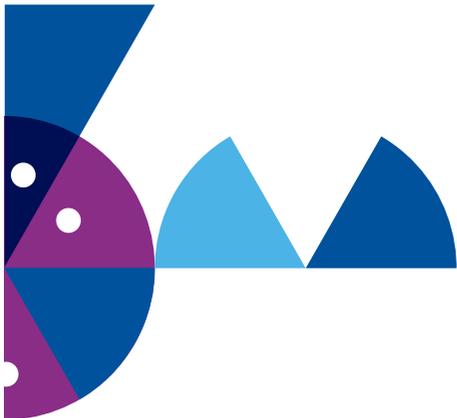
Any medical or functional capacity assessment must be agreed to by a candidate and conducted by an appropriately qualified professional. The assessment must specifically relate to the capacity of the candidate to undertake the duties, functions and job demands of the role and should not be conducted as a general test of health.

Where the candidate has a disability or condition that affects their capacity to perform the functions of the role, this does not necessarily exclude the applicant from being appointed. Where possible, agencies should consider making reasonable adjustments (including but not restricted to access, workplace design, modifications to equipment, job redesign) to allow an applicant with a disability to perform the role.

Advice should be sought from the agency's human resources unit and/or the Crown Solicitor's Office, as necessary. 

From: [Guideline of the Commissioner for Public Sector Employment: Recruitment](#)

Where possible, agencies should consider making reasonable adjustments ... to allow an applicant with a disability to perform the role.



Getting your workplace ready ▶

4

4.1 Workplace Induction

Induction (on-boarding) provides a positive foundation for the employment relationship, by ensuring that employees are welcomed, oriented, educated and supported to be productive in their roles.

For employees who are new to the Public Sector, it is also a critical point to communicate, clarify expectations, and demonstrate the SA Public Sector Values. Investment in an appropriate, structured induction program demonstrates that agencies respect their employees and are invested in preparing new employees to succeed. ▶

From [Guideline of the Commissioner for Public Sector Employment: Induction](#)

It provides a process for formally introducing and including an employee into the culture of an agency, and ensuring that employees develop a clear understanding of roles, structures, responsibilities, policies, procedures, priorities, key stakeholders and deliverables.

Inductions are an essential step in building the relationship between an employee and their employer ...

WHY IS INDUCTION IMPORTANT?

Induction provides the opportunity to address practical considerations for new employees with disability, such as ensuring familiarity with and access to the physical work environment, and introductions to work groups.

Prior to an employee with disability starting in your agency, establish if there:

- ▶ Are any reasonable adjustments required to support them and ensure these are completed or well underway before the new employee starts
- ▶ Is there any information regarding your new employee's disability that needs to be shared with colleagues? Ensure that privacy and confidentiality is maintained when sharing information.

Example: An employee may require an Auslan interpreter to participate in a work meeting

There may be other times when it is appropriate for employees to participate in a form of structured induction, and consideration should be given to both physical and online induction programs.

Assigning another staff member to support a new employee for a specified time helps build confidence and is good practice for inducting all employees.

If unexpected issues concerning accessibility or reasonable accommodation arise, discuss and resolve them as soon as possible with the employee.

For information on Induction and Training: [JobAccess](#)

Assigning another staff member to support a new employee for a specified time helps build confidence

MINIMUM STANDARDS

In line with the **Premier's Direction: Induction, SA** Public Sector agencies are to implement an induction system that incorporates, as a minimum, information and education to all new employees in their agency.

The following issues should be addressed in the induction:

- ▶ overview of the purpose and functions of the SA Public Sector;
- ▶ the priorities of the SA Government and the relevant agency;
- ▶ Code of Ethics for the South Australian Public Sector and the Public Sector Values;
- ▶ Independent Commission Against Corruption and the Office for Public Integrity including the Independent Commissioner Against Corruption Act 2012 and the Directions and Guidelines issued by the Independent Commissioner Against Corruption, and public officer responsibilities;
- ▶ work health and safety obligations; and
- ▶ working with diversity and disability. ▶▶

From: [Guideline of the Commissioner for Public Sector Employment: Induction](#)

KEY STAGES OF THE EMPLOYEE CAREER CYCLE

Human resources and managers can consider taking actions to reduce psychosocial risk during key stages of an employee's career cycle, including:

- ▶ **Recruitment:** Provide accurate details of tasks required in the role to help candidates decide if they are a good fit to the role requirements.
- ▶ **Performance development:** During performance development conversations, discussing the agency requirements and the employee's strengths and responsibilities can help managers and employees to work together to achieve business objectives in a supportive way and identify development opportunities. It is also important to frequently review workloads and assist employees to prioritise tasks and if any adjustments are needed.
- ▶ **Retention:** Encouraging flexible work arrangements and various leave options can support employees with family responsibilities. When promoting employees consider what additional stresses this may place on the employee and offer additional transition training and support.

PRIVACY AND CONFIDENTIALITY

As with other health and personal issues, it is an employee's choice whether to disclose information about a disability (although there is a requirement to disclose relevant information during the recruitment process if relevant to the role).

When an employee discloses a disability, information must be kept confidential and private.

Employees are more likely to disclose they have a disability if:

- ▶ They are confident that what they say will be treated with respect and in confidence
- ▶ They believe their manager and colleagues will support them and respond appropriately
- ▶ They are confident that discrimination will not be tolerated by the agency.

When an employee discloses a disability, information must be kept confidential and private.

Information provided can only be used for the purposes for which it was disclosed, such as making reasonable adjustments to work. Check with the employee if they would like you to share any information with their colleagues or other supports in the workplace but do not share this information without their informed consent.

DEMONSTRATING SUPPORT

Ensure employees know that 'the door is always open' should they want support.

When an employee chooses to disclose a disability they should be provided information, including:

- ▶ Advice on who an employee can disclose this information to
- ▶ That information will be confidential and any policies relating to privacy
- ▶ Information on the availability of internal supports, including peer support, and external supports such as Employee Assistance Program (EAP)
- ▶ Practical supports in the workplace including reasonable adjustments to work or the use of leave/flexible working arrangements.

4.2 Reasonable adjustments

Reasonable adjustments or reasonable accommodation enable all employees to do their jobs safely and to the best of their ability.

The requirements of the [Equal Opportunity Act 1984 \(SA\)](#) and the [Disability Discrimination Act 1992 \(Cth\)](#) relating to unlawful discrimination based on disability must be considered - including that employers (the Crown, through employing authorities in the form of chief executives, agency heads or delegates) must make reasonable adjustments to the role or work environment of an employee with a disability, if this will enable them to perform the inherent requirements of their position. ▶

From: [Guideline of the Commissioner for Public Sector Employment: Management of Unsatisfactory Performance, Including Misconduct](#)

Definitions

The following definitions are from the [Disability Discrimination Act 1992 \(Cth\)](#)

REASONABLE ADJUSTMENT

Any adjustment to the workplace to accommodate a person with disability to fulfil the inherent duties of a role that does not significantly affect or disrupt the business operation of the workplace, put clients or co-workers at risk, or cause unjustifiable hardship.

UNJUSTIFIABLE HARDSHIP

Any hardship, either financially or operationally disruptive to the business, which precludes the requirement to make reasonable adjustments.

INHERENT DUTIES

Any functions, tasks or role requirements that form the substantial basis for the role and are necessary to meet the needs and expectations of the agency.

WORKPLACE MODIFICATION

A modification of the working environment to accommodate a person with a work-injury or disability, including:

- ▶ Access to buildings and office areas
- ▶ Desks and furniture
- ▶ Desktop (computers and monitors) and phones
- ▶ Policies and procedures, and
- ▶ **Transport** (including access to modified cars, financial support for transport purposes, or taxi vouchers).

An agency's **Ergonomic Workstation checklist** can also be used to aid managers and employees to identify what adjustments are needed to be made to meet any potential needs or address issues that may increase the risk of work injury.

For information: [JobAccess](#) - Making physical workplace adjustments

CASE STUDY

1

DPTI MAPPING THE FUTURE

For over five years, DPTI has been working with a Disability Employment Service to identify business needs and provide solutions to increase employment opportunities for people with disability.

The key to success is recognising the importance of employing people who are the right fit for both the job and the workplace. Providing on-site support to employees to grow confidence and develop skills is also a factor to ensure long-term employment success. Disability employment is not just about entry level positions. Potential candidates come from all walks of life, with different lived experiences, work experience and qualifications.

DPTI is working towards changing the scope of disability employment by providing employment opportunities across a range of highly skilled areas. Recently DPTI used the focus of AccessAbility Day to host University of Adelaide Science Graduate James, who majored in Ecology and Spatial Sciences. James has a passion for maps and spent time with State Addressing Team Coordinator Mark to practically apply his degree and solidify his passion and interest to work in a GIS field.

Both Mark and James were pleasantly surprised by how much they learnt from one

another.

"I've trained a few people in the past and James' enthusiasm and capability was up there with the best," Mark said. **"He seemed to enjoy learning a whole range of tasks included in GIS Addressing and he picked up the database applications very quickly."**

James was equally enthusiastic about the experience. **"I enjoyed the experience and it was new for me to work within government so I found it very interesting,"** he said.

As an Employer of Choice, ensuring the best and brightest see a career path working in the SA Public Sector is important. Being open to expanding networks, considering all recruitment pipelines and rethinking job design and flexible working to recruit a more diverse workforce at all levels and for all roles are all ways to ensure a diverse and skilled workforce.

Managing Adjustments

Successful managers will get the best out of all employees if they identify what will assist employees to best do their job, which may include a reasonable adjustment. Some agencies have a Reasonable Adjustment policy to guide the process.

Adjustments that will enable performance of the inherent requirements of the position may need to be considered. Many accommodations are low or no cost.

Example: Providing flexible work hours

INHERENT REQUIREMENTS OF A POSITION

Inherent requirements of a position are the essential activities of the job, ie. the core duties that must be carried out in order to undertake a role.

This is important to consider during the recruitment process to ensure that the successful applicant is able to carry out the inherent requirements with appropriate adjustments.

The inherent requirements of a position include the ability to:

- ▶ Perform the necessary tasks or functions required
- ▶ Perform these tasks or functions productively and maintain quality requirements
- ▶ Work effectively in the team
- ▶ Work safely.

REASONABLE ADJUSTMENT

Reasonable accommodations are for all employees including:

- ▶ Carers of family, children or other relatives using flexible work arrangements
- ▶ People with religious beliefs, or cultural responsibilities applying for leave to attend significant cultural or religious events
- ▶ Employees with disability being provided with workplace adjustments.

Reasonable accommodation may include:

- ▶ Making physical adjustments and workplace modifications (eg. ensuring access to a building)
- ▶ Modifying the way a job is done (eg. by allocating aspects of the job to other employees)
- ▶ Giving instructions in writing as well as verbally
- ▶ Showing employees how to do a task
- ▶ Allowing more time for a task to be completed.
- ▶ Flexibility with working hours including late starts, part-time hours, longer or more frequent rest breaks
- ▶ Home-based work
- ▶ Job-sharing
- ▶ Customised employment (job creation for people with more significant disability)
- ▶ More frequent supervision and feedback
- ▶ Modifying work methods including incorporating memory or technology aids or prompts.

SAPOL SOUTHERN DISTRICT DISABILITY TRAINING & DEVELOPMENT PROGRAM

CASE STUDY

2

Can people with disability be employed in a police station?
Of course, they can!

In partnership with a Disability Employment Service (DES), Southern Districts SAPOL provides training opportunities across a range of administrative and business areas through their *Momentum* program. The program assists people in the community with disability, an injury or health condition who have been unable to gain employment or work in their previous field of employment, and equips candidates with the skills to gain employment.

Momentum provides a training placement of 100 hours over a 4 week period, or 200 hours if additional training or support is required, which may be extended by an additional 4 week. Funding is sourced by the DES provider who also arranges the placement agreement and supplies any specific workplace aids required.

Participants complete a training workbook, which is task focussed and competency based. A project is designed to further develop skills in project management, research, analysis, evaluation and report writing. Mentoring and support is provided throughout the program.

The outcomes of this innovative program include invaluable work experience, new referees, networking opportunities and skills development. A performance report is provided identifying the employee's skills, knowledge and experience and any areas for future training.

Momentum challenges stereotypes around what is a suitable workplace for employees with disability. It focuses on what people can do, without making assumptions. Many participants have gone on to gain employment and pursue careers in SAPOL, across the Public Sector and in private industry.

David is one of the many *Momentum* success stories. David undertook the program at Christies Beach police station in March/April 2018 and has been employed in the Prosecutions section of SAPOL since then. Similarly, Dominic's story is a fantastic one. Dominic undertook the program in June/July 2017 and is now a permanent member of SAPOL and has been promoted.

This case study shows how partnering with other organisations, such as DES providers, can assist in identifying training and work opportunities, provide valuable expertise in how to establish programs, and what potential funding and supports are available.

FUNDING REASONABLE ADJUSTMENT

The Australian Commonwealth Government provides financial help for suitable equipment and workplace adjustments. There are free workplace assessments available through the [Employment Assistance Fund \(EAF\)](#) to help employers and people with disability to achieve an accessible workplace.

An employee with disability may be able to access EAF funding for workplace modifications and equipment required to do the job.

Disability Employment Service (DES) providers can also assist with identifying access to funding if an employee with disability is registered with the provider.

Examples of how the Employment Assistance Fund can assist:

- ▶ Workplace modifications and equipment (eg. assistive technology, electronic and communication equipment)
- ▶ Communications technology devices
- ▶ Auslan (Australian Sign Language) interpreting
- ▶ Computer software and software upgrades
- ▶ Specialised support and training packages
- ▶ Modifications to work motor vehicles
- ▶ Specialist support for people with mental health conditions or learning disorders
- ▶ Items that improve physical accessibility (eg. ramps, toilets, parking, handrails on steps, clear markings or colour contrasts on steps, clearing aisles or moving filing cabinets)
- ▶ Sound reduction devices or air cleaning systems, visual as well as audible fire alarms
- ▶ Accessible communications, technology and strategies (eg. vibrating pagers, large screen computer monitors, video magnifiers, screenreading or voice-activated software, information in alternative formats)
- ▶ Ergonomic or specialist equipment (eg. adjustable desks, manual handling devices, electric trolleys).

ACCESS PLANS

An Access Plan aims to remove barriers for Public Sector employees with disability by making reasonable adjustments to their workplace environment that allow the employee to perform their duties to the best of their ability.

The Plan can be discussed at the induction stage and added to or changed when required. When an employee moves to another workplace or agency they should be encouraged to take a copy of the plan to assist with the development of a plan relevant to their new workplace.

FLEXIBLE WORK ARRANGEMENTS

 Flexible working arrangements and flexible workplaces enable more people to participate in the workforce, which assists diversity in the Public Sector.

A culture which supports all employees to work flexibly without risking career progression removes barriers and enables an increased proportion of people with disability, women, older South Australians and Aboriginal and Torres Strait Islander people to participate in leadership roles. Workplace diversity is positively linked with innovation, creativity and increased community/customer satisfaction. 

From: [Commissioner for Public Sector Employment Guideline and Determination: Flexible Workplaces](#)

Under the [Equal Opportunity Act 1984 \(SA\)](#) and the [Disability Discrimination Act 1992 \(Cth\)](#), agencies have a responsibility to make reasonable workplace adjustments to ensure people with disabilities can perform the inherent requirements of a job. Flexible working arrangements may assist a person with a disability to perform the inherent requirements of a job.

As an Employer of Choice, the SA Public Sector supports flexible work arrangements to match individual and business needs. While not all people with disability require flexible work arrangements, it is important for a manager to facilitate a conversation as the new employee may not find it an easy topic to raise.

Flexible work arrangements can assist employees with disability perform the role and help employees achieve a healthy work life balance which can increase work performance and retention of staff.

For information: [OCPSE – Flexibility at Work](#) / [JobAccess – Flexible work arrangements](#)



Managing your team

5

5.1 Inclusive workplaces

WHAT DOES IT MEAN TO BE DISABILITY INCLUSIVE?

There are numerous characteristics associated with inclusive workplaces, and what is often surprising to employers is that most inclusion practices geared toward employees and job seekers with disabilities have the added bonus of benefiting everyone.

An inclusive workplace is one where principles of fairness, respect, equality, dignity and autonomy are promoted and where the [SA Public Sector Values](#) are upheld by everyone, as part of everyday behaviours.

IN AN INCLUSIVE WORKPLACE:

- ▶ There is a welcoming culture where everyone is treated with respect and dignity and everyone feels valued
- ▶ Policies are in place around values, working conditions, dignity at work, employee welfare and fair recruitment practices
- ▶ All employees are aware of the inclusive values of the agency and are involved in policy development and adherence
- ▶ The workforce is representative of the community and customers
- ▶ All employees are encouraged to professionally develop, and any barriers are identified and acted on
- ▶ Unnecessary hierarchies and occupational segregation are discouraged
- ▶ Inclusive strategies are fully supported and promoted by leaders
- ▶ Issues are identified and addressed as soon as possible.

EMBEDDING CULTURAL SAFETY

Cultural safety refers to creating environments that are socially and emotionally safe for all employees. It recognises employees have diverse backgrounds and beliefs and that this diversity brings great benefit to our workplace and needs to be supported by removing stigma, prejudice and discrimination.

Agencies should embed cultural safety into their existing WHS and HR policies and procedures to identify culturally unsafe behaviours and understand how to support cultural safety in the workplace.

WHO NEEDS TO BE INVOLVED IN CREATING INCLUSIVE WORKPLACES?

Developing a common understanding of disability reduces stigma and discrimination and assists in developing a positive culture of care and understanding which is the key to creating an inclusive workplace.

Expertise may reside in a range of areas across the organisation, or it may need to be developed in individuals through professional development. It may also be sourced through recruitment or by contracting in specific experience. It is important that agencies identify who has the expertise to lead, coordinate and monitor their actions to create inclusive workplaces and then allocate responsibilities accordingly. Harnessing all the available expertise and perspectives from a range of employees will maximise success.

Everyone has a role in creating an inclusive and safe workplace.

- ▶ **Leadership** – setting strategy, demonstrating visible support and ensuring adequate resources
- ▶ **Human Resources** – knowledge of barriers across the organisation, and the impact these have on the employees and the business. Developing opportunities to build positive workplace culture and redesign work
- ▶ **Organisational Development** – knowledge and ability to build positive workplace culture through workplace development and training
- ▶ **Work Health and Safety** - knowledge of hazards such as discrimination, incident and accident reporting mechanisms and options to reduce risks. Understanding of WHS legislation and supporting mechanisms
- ▶ **Injury Management** – knowledge of workers compensation legislation and understanding of injured workers' issues in the workplace
- ▶ **Equity, Diversity and Inclusion** – knowledge of mechanisms and collaborative strategies to improve inclusion in the workplace and build a positive culture
- ▶ **Training and Development** - knowledge of appropriate and accessible training methods and programs to support agency interventions.

agencies identify who has the expertise to lead, coordinate and monitor their actions to create inclusive workplaces

COMMUNICATION AND LANGUAGE

If you have had limited or no exposure to disability through friends, family or work colleagues, you may be unsure of what to do, how to act, what is correct and what might offend. The most effective strategy to create an inclusive culture is to be sensitive, flexible and honest. If in doubt don't be afraid to seek advice from people with lived experience of disability.

When referring to people who experience disability the most commonly used terms in Australia are 'person with disability', 'person living with disability' and 'person with lived experience of disability'. This puts the emphasis on the person, not the limitation or disability and is referred to as 'people first' language.

Language is a powerful tool. The [Australian Network on Disability](#) provides the following examples of language that stereotype people with disability and is inappropriate.

Don't use language that implies a person with disability is inspirational simply because they experience disability

People with disability are just living their lives; they are no more super-human than anyone else. Implying that a person with disability is courageous or special just for getting through the day is patronising and offensive.

Don't make out that people with disability are victims or objects of pity

Just because a person experiences disability, it doesn't make them weak, a victim or someone to be pitied.

Examples of language that can imply people should be pitied include:

"suffering from...", "struck down by...", and "afflicted by/with...".

Try to remove the emotion from the language, for example, "Paul experiences depression", "Ravi developed Multiple Sclerosis", or "Katya has epilepsy".

For information: [JobAccess - Using Inclusive language](#)

DISABILITY AWARENESS TRAINING

Providing disability awareness training is an important step when building an inclusive workplace culture. Training helps all staff understand their values and how to employ and support people with a disability in the workplace.

For further information: [JobAccess - Managing Your Team, Disability and Awareness training for staff](#)

OCPSE is developing Disability Awareness Training and will send out information for registration or contact your Agency for information on online training modules.

most commonly used terms are 'person with disability', 'person living with disability' and 'person with lived experience of disability'.

Checklist

RAISING AWARENESS

These questions are intended to provide guidance on the range of policies and practices that can help underpin and sustain your agency's commitment to employing people with disability.

- Does your agency have a policy on reasonable adjustment for an employee who has disclosed disability to guide how it is managed in your workplace?
- Does your agency have Disability Awareness Training available for Managers and employees to understand the link between workplace factors and positive disability employment experiences?
- Do all employees have the opportunity to learn about disability through Disability Awareness Training to reduce the stigma and improve empathy?
- Does your agency encourage supportive conversations and work practices?
- Are you aware of the financial help available and how to access it, to assist with reasonable adjustments and related workplace assessments?
- Are you aware of your rights and responsibilities in relation to confidentiality and consent with regard to an employee who has disclosed disability?
- Can your HR business partner offer information and support to increase your business capability?

Use the information in these resources to find out more or contact:

OCPSEmploymentPrograms@sa.gov.au

INCREASE YOUR AWARENESS ABOUT DISABILITY

One easy way to increase your own and other's knowledge of disability is to promote relevant videos as recommended viewing. These could be shared via email or watched at a team meeting followed by a team discussion.

Videos are a free resource and are a great starting point to raise awareness, check out the examples below.

● TED Talk

[Stella Young – I'm not your inspiration thank you very much](#)

Stella Young is a comedian and journalist who happens to go about her day in a wheelchair — a fact that doesn't, she'd like to make clear, automatically turn her into a noble inspiration to all humanity.

● ABC television series

[Employable Me](#)

A series following people with neuro diverse conditions as they search for meaningful employment. It draws on experts to uncover people's hidden skills and to match job seekers to roles that can harness their strengths.

● Australian Network on Disability

[Access and Inclusion is Good for Business](#)

Video providing information on how disability confident businesses benefit from talent, new ideas and new opportunities.

● Australian Human Rights Commission

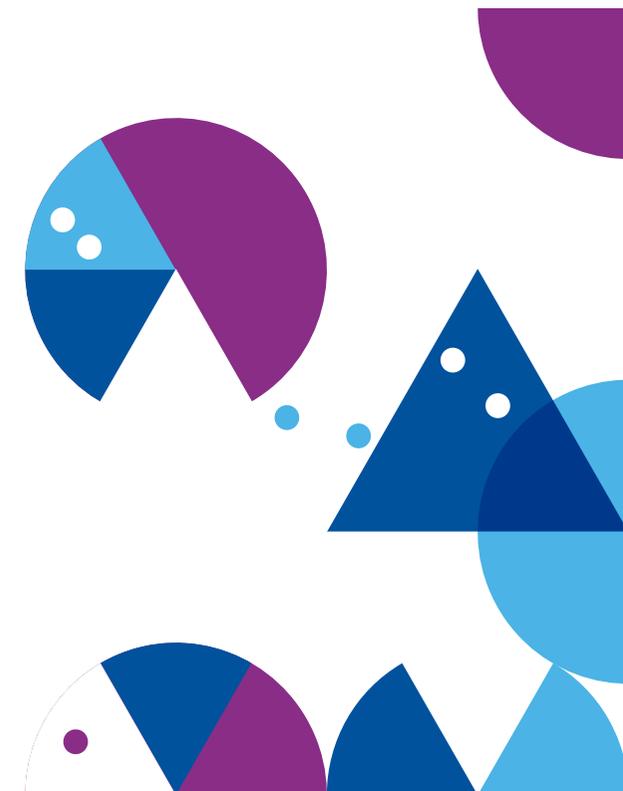
[Twenty Years: Twenty Stories](#)

20 stories in film celebrating the Disability Discrimination Act's 20th birthday in 2013.

● TED Ed

[What does this symbol actually mean?](#)

Video providing information on how the International Symbol of Access for people with disability was devised.



5.2 Performance Management and Development

WHAT IS PERFORMANCE MANAGEMENT AND DEVELOPMENT?

Performance management and development is an integrated and planned systemic approach for continuously developing the performance of all people in an agency, and delivering a high performing Public Sector.

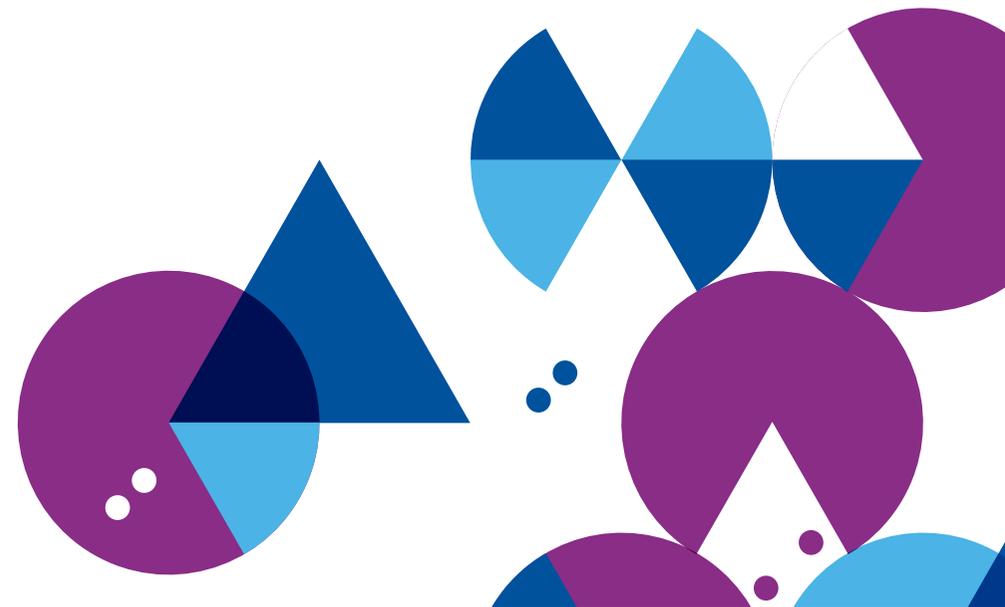
It includes a series of formal and informal processes designed to make sure that individuals, teams and agencies achieve their goals in an efficient and effective way. It provides a way to clearly define work goals and standards, set expectations and review performance against them, provide constructive two-way feedback, and maximise learning and development to empower people to achieve their full potential.

From: [Guideline of the Commissioner for Public Sector Employment: Performance Management and Development](#)

Each agency may have their own way of referring to this process.

For example: Performance Partnership or Development Plans.

Performance Management and Development applies to all employees.



IT IS IMPORTANT THAT AN EMPLOYEE WITH A DISABILITY:

- ▶ Is appropriately supported to participate in the performance management process
- ▶ Has the opportunity during the process to discuss whether the correct workplace adjustments (reasonable accommodations) are in place, and if there is anything else required or no longer necessary
- ▶ Has flexibility around breaks and timeframes, extra time for meetings, use of interpreters, additional training or coaching if required
- ▶ Has the opportunity to discuss core requirements, activities and tasks.

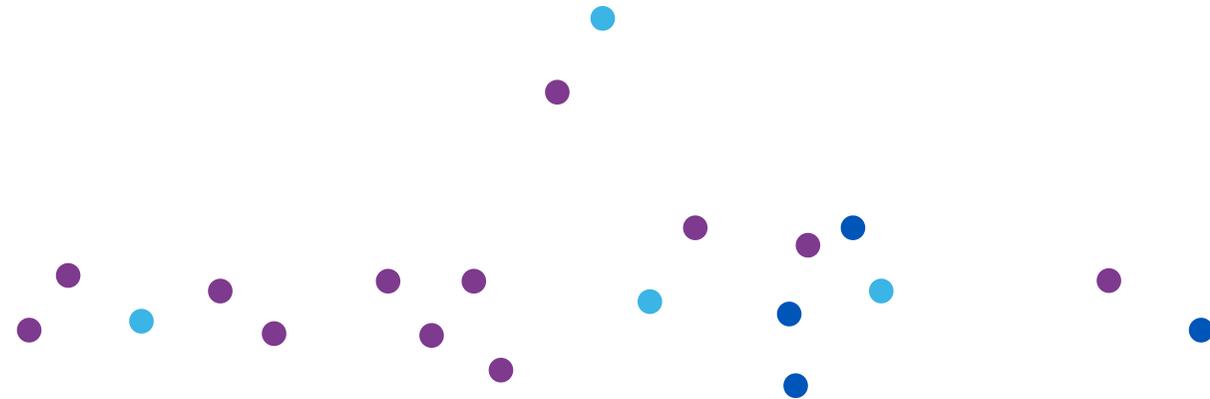
REASONABLE ADJUSTMENT TO SUPPORT DEVELOPMENT

If you identify issues that result from the employee's disability, whenever possible discuss these separately from any discussion around performance.

For example: it may be necessary to review the job description and make changes such as removing a part of the job that person A is unable to perform, and giving it person B to do, and removing a part of person B's job and giving it to person A.

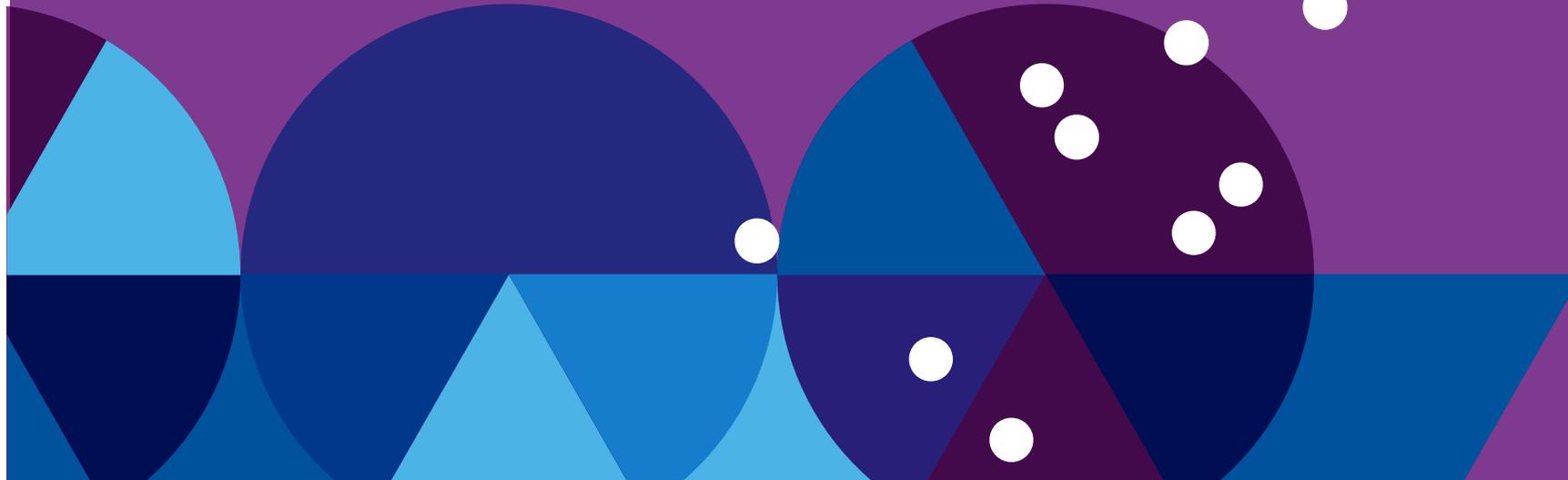
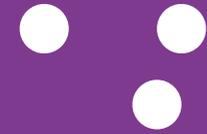
Performance requirements may need to be reviewed in consultation with the employee and their representative, particularly at an early stage after recruitment or after an existing employee has acquired a disability.

For further information: [JobAccess - Making physical workplace adjustments](#)





Resources ▶



6

South Australian Public Sector

[Inclusive SA – State Disability Inclusion Plan 2019-2023](#)

South Australian Government's first State Disability Inclusion Plan, launched in November 2019. Includes priorities and actions to improve access and inclusion and reduce barriers for people living with disability.

[Inclusive SA – Disability Access and Inclusion Plan \(DAIP\) Guidelines](#)

Designed to assist State authorities in developing a DAIP that recognises the importance of inclusion and access for everyone.

[South Australian Public Sector Diversity and Inclusion Strategy](#)

Provides an overarching vision with priorities that reflect the diverse communities that the Public Sector serves.

[South Australian Public Sector Diversity and Inclusion Plan](#)

The Plan supports the diversity streams of Gender' LGBTIQ+, Disability, Aboriginal people, Cultural and Linguistically Diverse and Age.

[South Australian Public Sector Disability Employment Strategy](#)

A framework to create a more inclusive, accessible, safe and informed public sector that values and supports the contribution and experience of current and respective employees with disability.

[South Australian Public Sector Disability Employment Plan](#)

The Plan supports the SA Public Sector Disability Employment Strategy and includes priorities and actions to build on recruitment, retention and leadership strategies for employees with disability.

[OCPSE Disability Employment](#)

Includes resources on disability discrimination, disability awareness, advertising and accessing Public Sector job vacancies.

[OCPSE Mentally Healthy Workplaces](#)

Includes a Framework and Toolkit with practical information and evidence-based resources to build mentally healthy workplaces by raising awareness, building positive cultures and supporting people with mental illness.

Acts

Public Sector Act 2009

Outlines what is expected of the Public Sector and its employees and sets the standard for a service-focused, responsive, collaborative and ethical organisation. Also sets out the rights of employees to a fair and just workplace.

Disability Inclusion Act 2018

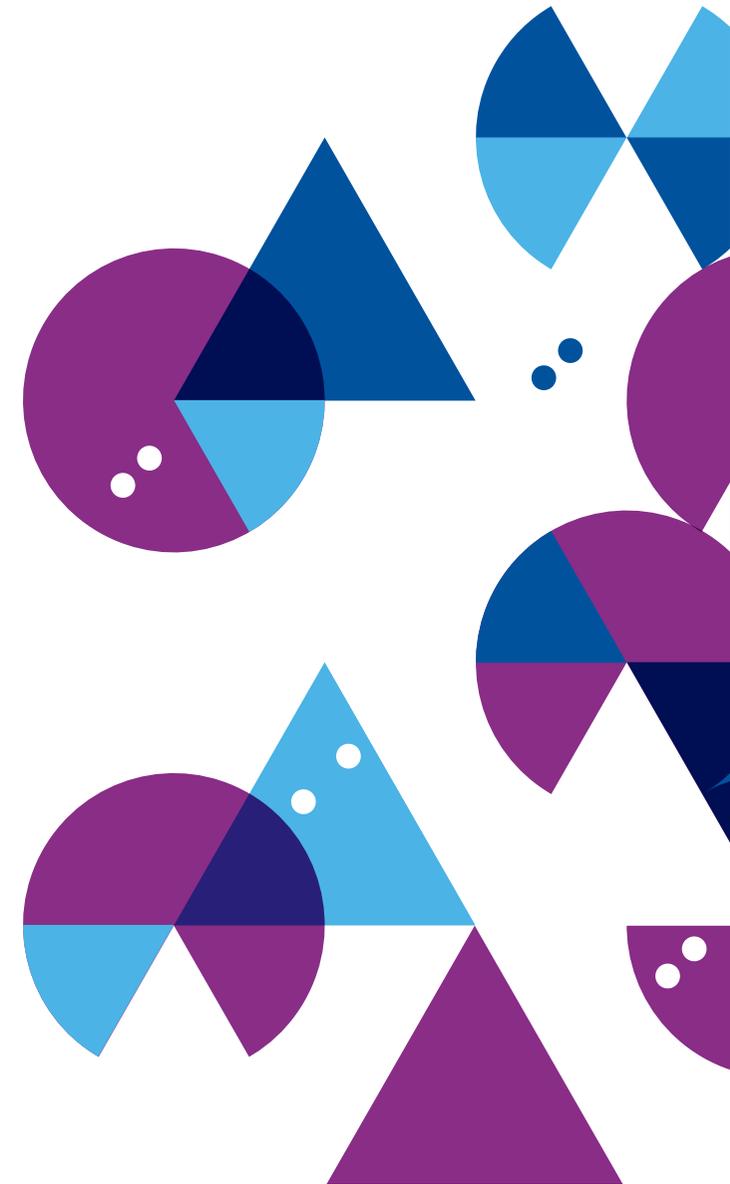
An Act to promote the full inclusion in the community of people with disability and to assist people to achieve their full potential as equal citizens.

Disability Discrimination Act 1992 (Cth)

The objects of the Act are to eliminate discrimination against persons on the grounds of disability, including in the areas of work, accommodation, education.

Equal Opportunity Act 1984

The Act promotes the equality of opportunity between the citizens of this State and prevents discrimination based on sex, race, disability, age.



Government / Community / Networks

Office of the Commissioner for Public Sector Employment (OCPSE)

The Office of the Commissioner for Public Sector Employment (OCPSE) website for policies, guidelines and programs applicable to SA Public Sector agencies.

Equal Opportunity Commission

An independent statutory body with responsibility to promote equality of opportunity between citizens and prevent certain kinds of discrimination based on sex, race, disability, age or various other grounds.

Australian Public Service Commission

For information and resources on their 'As One: Making it happen – APS Disability Employment Strategy'.

First Peoples Disability Network Australia

A national organisation of and for Australia's First Peoples with disability.

Women with Disabilities Australia

Peak organisation for women with all types of disabilities in Australia. WWDA is run by women with disabilities for women with disabilities.

New Zealand Toolkit for Employing Disabled People in the State Sector

New Zealand Government resource to assist leaders, HR professionals and Managers take a lead role in employing people with disability.

Ideas. Disability Information service

Driven by people with disability for people with disability. An information service helping those living with disability in their everyday life.

DeafNav

A centralised portal and go to resource for deaf and hard of hearing communities in Australia and their extended professional, supportive and personal networks.

Australian Network on Disability

A national, membership based, for-purpose organisation that supports organisations to advance the inclusion of people with a disability in all aspects of business.

People with Disability Australia

A national disability rights, advocacy and representative organisation that is made up of, led and governed by people with disability.

Job Access

National hub for workplace and employment information for people with a disability, employers and service providers.

Autism SA

Recognised leader in helping families and individuals on the autism spectrum.



Human Rights / Commissions

United Nations Conventions on the Rights of Persons with Disabilities

The Convention promotes, protects and ensures the full and equal enjoyment of all human rights and fundamental freedoms by all persons with disabilities.

Australian Human Rights Commission

The Commission assists people resolve complaints of unfair treatment under the Disability Discrimination Act.

Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability

Presents the schedule of Public hearings and issues covered by the Royal Commission.



From: SA Department of the Premier and Cabinet (DPC)

Resources for managing and working with people with a disability

[Reasonable Workplace Adjustment Procedure](#)

[Reasonable Workplace Adjustment Infographic - Request Process](#)

[Communicating with people with disability](#)

[Communicating with people with hearing impairment](#)

[Communicating with people with intellectual or learning disability](#)

[Communicating with people with low vision](#)

[Communicating with people with physical disability](#)

[Communicating with people with speech impairment](#)

[JobAccess - Managing mental health in the workplace](#)

[JobAccess - Mental health tips for employers](#)

[Mindful Employer - Managing an employee who has a mental illness](#)

[Mindful Employer - When you're concerned about a colleague](#)

[Mindful Employer - When you're concerned about an employee](#)

[Mindful Employer - Working with someone who has a mental illness](#)

[Australian Human Rights Commission workers with mental illness guide for managers](#)

[Australian Federal Government - Digital Service Standard](#)

[Australian Federal Government - Accessibility and inclusivity content guide](#)

[Event Accessibility Checklist](#)

[Top 10 tips to creating an autism friendly workplace](#)



From: SA Department of the Premier and Cabinet (DPC)

Resources for employees with disability or carers

[Mindful Employer -](#)

[Staying well at work when you have a mental illness](#)

[Mindful Employer -](#)

[Working while caring for someone with a mental illness](#)

[Disability organisations](#)

[Dates of Significance - Disability](#)

[Disability Parking for Permit Holders - City of Adelaide](#)

Resources for improving accessibility

[Universal Design Procedure](#)

[Improving accessibility with the Accessibility Checker](#)

[How to create an accessible PDF](#)

[Web accessibility contrast checker - UserWay](#)

[Accessibility checklist for web writers - 4 Syllables](#)

[Australian Government Content Guide](#)

[Accessibility Toolkit](#)

