

Disability Inclusive Workplace Guide

Transport and Infrastructure:
Manager's Guide to Creating a Disability Inclusive Workplace



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Acknowledgement of Country

Victoria’s major transport infrastructure projects touch Country across Victoria where members and Elders of the local Aboriginal community have been custodians for many centuries. We acknowledge their living culture and their unique role in the life of these regions. We acknowledge the Traditional Owners of the land we work on and travel through and we pay our respect to Elders past and present. In this document Aboriginal is used to refer to Aboriginal and Torres Strait Islander peoples.



"Over the past three decades I have managed and developed people with disability and people without disability. My experience is that disability is irrelevant to success. Success is all about the right job fit and the right attitude."

Suzanne Colbert AM,
Former Chief Executive Officer



Intersectionality

Disability should be looked at with 'intersectionality' – in other words, in relation to other factors such as gender, age, class, race, sexual orientation and other social characteristics. The International Labour Organisation (ILO) Report April 2020 states "some people with disability can face multiple or different types of social exclusion or discrimination simultaneously, and this makes both their situation and response to it different.

Gender is particularly important as women and girls with disabilities are in substantially different situations and have different needs, compared to men and boys with disabilities.

A lifecycle approach to disability – looking at when people acquire a disability – is important to see the different situation among young and older persons with disabilities.

Disability is much more common among older people, and many factors around ageing are to do with disability or perceived disability."

In the spirit of inclusion, this guide uses a range of pronouns including gender neutral pronouns.

Project partners



Introduction

Victoria is currently undertaking the biggest program of transport projects in its history. Over \$70 billion dollars are being spent on 119 major road and rail projects, employing more than 13,000 people. And more joining every year.

This guide shows the role that people with a disability play in Victoria’s transport and construction industry. From jobs that are located on the ground to working in an office. Not all employees with a disability will require adjustments to perform their role. From jobs that are located on the ground to working in an office this guide contains stories of people with a disability who have helped build an inclusive and diverse workforce which benefits everyone.

Building an inclusive, diverse workforce benefits your employees, your organisation and your community. As a people leader, you play a vital role in creating and sustaining a positive workplace where everyone can thrive.

This guide will help you recruit, develop and retain employees with a disability.

This guide was created under the Victorian Government’s Training for the Future program in partnership with the Australian Network on Disability.

A snapshot of disability in Australia

More than 4.4 million people in Australia¹ – or almost one in five people – have some form of disability. This includes any condition that restricts a person’s mental, sensory or mobility functions and could be caused by accident, trauma, genetics or disease.

Among Australians of working age (15 to 64 years), 2.1 million people have disability.² Of these, just over 1 million are employed and many more are seeking employment.³

Although Australia’s employment rate for people with disability is on par with other developed countries, it takes graduates with disability 56.2 per cent longer to gain full-time employment than other graduates who do not have disability.⁴

At some point in your career as a people leader, you’re bound to have a vacancy to fill. The best person for the job could be someone with disability. You’re also likely to work with team members or colleagues with disability. With a basic understanding of what an inclusive work environment is, you’ll be better equipped to recruit, support, develop and retain employees with disability.

Investing in diversity, investing in your business

Managers who actively embrace employment of people with disability are ‘doing the right thing’ and making a sound business investment. Employees with disability often stay with an employer for longer, have lower absenteeism and have fewer workplace accidents than employees without disability.⁵

Business Case for Inclusion

Everyone should experience fair and equitable treatment. Our community is better when it’s free from discrimination and when personal differences are celebrated. People with disability represent a big part of society. One third of Australia’s 8.9 million households include a person with disability, and it is their right, as much as anyone else’s, to share in the social and economic wealth

of Australia. We all want a good education, to earn and be economic contributors. Unemployment in Australia for people with a disability is 10.3% compared to 4.6% unemployment for people without disability.

Inclusion of people with disability positively impacts economic growth. As such, companies that implement access and inclusion are more competitive and attract a larger number of employees and customers. Furthermore, an organisation that employs and includes people with disability reflects the diverse community in which it operates and is better positioned to design policy and initiatives that benefit everyone’s needs.

Access and inclusion initiatives can improve the following areas of a business:

Recruitment

Over 4.4 million people in Australia identify as having disability. Being accessible and inclusive ensures your organisation is recruiting from the entire talent pool and that the right people are hired for the right roles.

Creating a barrier-free work environment also means you’ll attract applicants from the entire talent pool, enabling you to find and hire the best match for your organisation while reflecting the community’s diversity. This is an important way that you can help uphold the rights of people with disability and demonstrate fairness.

Retention

Inclusion ensures your ability to retain skilled, talented and valuable staff who may have or acquire disability.

Additionally, working for an organisation that values diversity, and is inclusive and welcoming, is satisfying and rewarding for both management and staff.

Reputation

Welcoming people with disability helps promote the reputation of your business and ensures a positive employee experience. People with disability and their friends and family will actively seek out organisations that demonstrate inclusive behaviours.

Rights

The rights of people with disability and their right to equitable access is the same as everyone else’s. Legislation such as the *Disability Discrimination Act 1992* protects the rights of people with disability, and ensures they have equitable and appropriate access to employment, education, goods, services and premises.

Risk

If organisations aren’t being inclusive of people with disability, there is a business risk which could include loss of business and a poor reputation.

Diversity is crucial to your business from a brand and customer point of view. People with disability are three times as likely to avoid an organisation and twice as likely to dissuade others because of an organisation’s negative diversity reputation⁶

Other Benefits

Through improved accessibility, both internally for its own staff as well as externally in interacting with its customers and wider society, a business that demonstrates a consistent commitment to access and inclusion can generate tangible benefits to its operations and profitability. This may come in the form of cost reductions resulting from lower rates of absenteeism and staff turnover.

The business will also benefit from an improved organisational capacity due to the greater variety of skills, perspectives and problem solving approaches an inclusive workforce is able to bring.

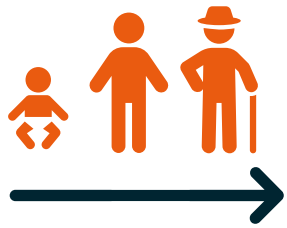
Additionally, a supportive and inclusive business may see increased staff engagement, efficiency and productivity when staff, both with and without disability, feel part of a workplace culture that values everyone equally.

An inclusive environment can do more than enhance the workplace itself; it can also boost your organisation’s brand image and relationship with the community and customers.

There are many ways you can create a level playing field for people with disability. And there are many resources. Read on to find out more about how you can effectively develop an inclusive workplace, and support potential and current employees with disability.

Unemployment in Australia for people with a disability is 10.3% compared to 4.6% unemployment for people without disability





Disability may be permanent or temporary; it may have existed from birth or may have been acquired due to an accident or as part of the ageing process.



Disability, and a person's experience of disability is unique and can change over time.



Disability is often invisible. For some people disability may be episodic, while for others, it may be stable.



Each year, up to one in five Australians will experience mental illness.⁷



Nearly 44% of people will experience mental illness in their life.⁷

Creating a barrier-free work environment also means you'll attract applicants from the entire talent pool, enabling you to find and hire the best match for your organisation while reflecting the community's diversity.

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people with disability. And there are many resources. Read on to find out more about how you can effectively develop an inclusive workplace, and support potential and current employees with disability.

CHAPTER 1

Disability Essentials

Your role as a manager requires you to deal with complexity. There's no greater complexity than human diversity. Understanding what disability is – and actively working to negate stereotypes and assumptions surrounding disability – will help you build confidence in managing people, whatever their personal circumstances.

Defining disability and right to privacy

Signed by Australia and more than 139 other countries, the United Nations Convention on the Rights of Persons with Disabilities provides the following definition:

"Persons with disabilities include those who have long-term physical, mental, intellectual or sensory impairments which, in interaction with various barriers, may hinder their full and effective participation in society on an equal basis with others."

Keep in mind that disability is incredibly diverse, just like individuals. For example, one person with Multiple Sclerosis (MS) may use a wheelchair while another may have low vision and experience extreme fatigue from time to time.

A current or potential employee has no legal obligation to share information about disability unless it is likely to impact their performance, ability to meet the job's essential requirements, or to work safely.

The *Privacy Act 1988* requires you to respect every individual's right to privacy. If an employee does choose to share information about disability with you, it's vital (as well as legally required) that you maintain their privacy, unless they give you permission to discuss their situation with others. For more information on your role in maintaining privacy, read the Australian Network on Disability's [Sharing and Monitoring Guide](#).

There are many examples of disability and these may or may not be visible. Some examples include being b/Blind or low vision; being D/deaf or hard of hearing or hearing loss; mental health conditions such as depression or anxiety; disabilities affecting mobility, such as Cerebral Palsy or spinal injury; or chronic conditions such as diabetes or arthritis.

The Australian Government provides funding, for eligible persons, through the Employment Assistance Fund that is designed to cover the costs of making workplace changes. This can include buying equipment and accessing services for people with disability. Visit [JobAccess.gov.au](#) for more information.

1 Australian Bureau of Statistics (ABS) 2016, 4430.0 - Survey of Disability, Ageing and Carers 2015, viewed 24 February 2017.

2 Australian Bureau of Statistics (ABS) 2016, 4430.0 - Survey of Disability, Ageing and Carers 2015, viewed 24 February 2017.

3 Australian Bureau of Statistics (ABS) 2016, 4430.0 - Survey of Disability, Ageing and Carers 2015, viewed 24 February 2017.

4 'Grad Stats', 2015, Graduate Careers Australia, viewed 24 February 2017.

5 Graffam, J, Shinkfield, A, Smith, K, and Polzin, U, (2002), 'Employer benefits and costs of employing a person with a disability', *Journal of Vocational Rehabilitation*, vol. 17, pp. 251-263.

6 Walgreens Social Responsibility, Disability Inclusion. Viewed July 2017.

6 'Missing out: The business case for customer diversity' 2017, Australian Human Rights Commission, viewed 15 March 2017.

7 [www.abs.gov.au/statistics/health/mental-health/national-study-mental-health-and-wellbeing/latest-release](#)

Keep in mind that disability is incredibly diverse, just like individuals.

Using inclusive language

Employees with disability may have no reason to discuss their disability with you if they are doing their job well and don't require any adjustments to their work environment or work practices.

Even so, knowing how to use inclusive language will help you, as a people leader, build confidence so that you are prepared for conversations about disability with current or prospective employees. It will also help you create a workplace that is welcoming so that people feel comfortable talking to you about the support they need in order to excel in their role.

One key to a successful conversation is using "person-first" language rather than focusing on the disability. "Person with disability" or "people with disability" are commonly accepted terms in Australia.

Looking at more specific examples, it's preferable to talk about "a person who uses a wheelchair" rather than someone who is "wheelchair-bound". Avoid describing people solely by their condition, such as "an epileptic" or "a diabetic". Instead, say "a person who has epilepsy" or "a person with diabetes".

The key is emphasising the individual. You don't want to use phrasing that lets the person's disability overshadow their individual identity and capabilities. Phrases such as "accessible parking space" or "accessible toilet" are also preferred over "disabled". However don't avoid using the word disability in general. Avoiding the word and using euphemisms can perpetuate the stigma.

As with any conversation with any of your employees, it's important to relax and focus on the person. Be a good listener and thank the person if they choose to share their personal information with you.

Removing barriers through workplace adjustments

When it comes to providing all employees with an environment where they can thrive, the best advice is to **avoid making assumptions**. If an employee has approached you about their disability, you should have a conversation about what you can do to remove barriers and make it easier for them to perform to the best of their ability. Best practice is to regularly ask all of your team members if they require any adjustments.

What is a Workplace (or Reasonable) Adjustment?

It's the administrative, environmental, or procedural alterations required to enable a person with disability to work effectively and enjoy equal opportunity with others. Workplace adjustments enable candidates or employees with disability to participate effectively in the workplace and undertake the essential requirements of their job. Workplace adjustments can enable a person to perform to their best and remove any barriers to participation.

Workplace adjustments run the gamut from environmental adaptations to technological aids and much more.

A few examples of workplace adjustments include:

- Screen magnification for people with low vision.
- Changing start and finish times.
- Screen-reading technology for people with dyslexia or who have significant low vision or are legally b/Blind.
- An Auslan interpreter for people who are D/deaf or hard of hearing.
- The provision of documents in advance of a meeting.
- Matching expectations of performance against required outcomes rather than against standard process.

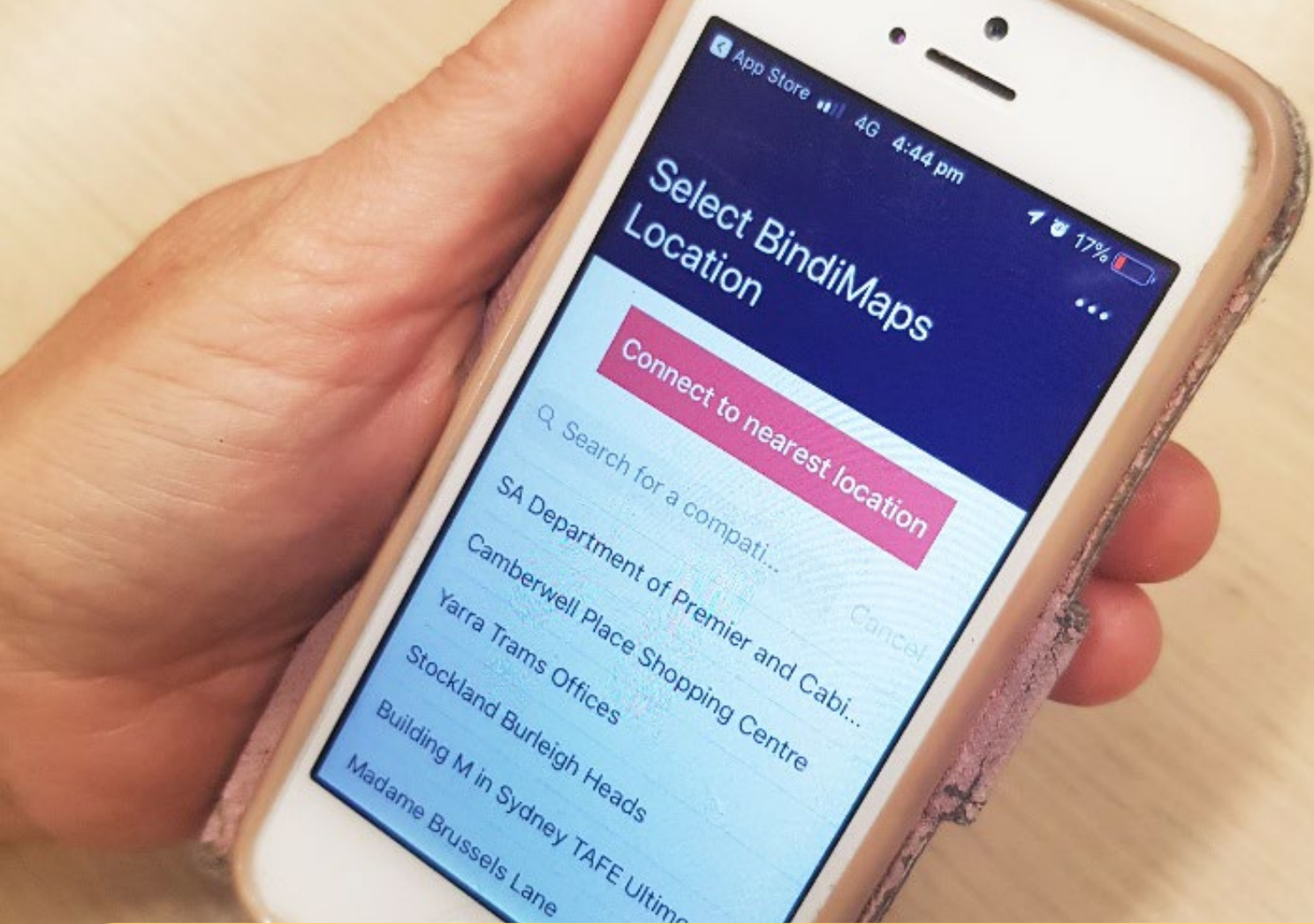
You can provide your team members with the option of creating a **Tailored Adjustment Agreement**, which allows an employee to document specific requirements. (Tailored Adjustment Agreements are also referred to as Reasonable Adjustment Passports or Workplace Adjustment Passports.) The agreement outlines all the adjustments that have been agreed upon, including any communication adaptations, the provision of assistive devices, or changes to the physical office environment or technology.

A significant benefit of this process is that when there is a change in circumstances — e.g, the employee with disability moves to a new team, a new manager is employed or the employee transfers to another part of your organisation — the employee does not have to undergo a complete repetition of explaining to the new manager/team the adjustments that have been agreed to and put in place.

CHAPTER 1 | KEY TAKEAWAYS

- Just like individuals, disability is unique, and the impact is different for every person.
- Use "person-first" language that emphasises the individual, not their disability or impairment.
- Disability may or may not be visible.
- Remember that creating a positive, inclusive work environment for employees with disability will benefit all employees and the organisation.

- The best approach is to ask all your team members about their needs and preferences, including workplace adjustments and safety procedures, and to avoid making assumptions.



CASE STUDY

Workplace Adjustments in Action: Yarra Trams and BindiMaps

Understanding that their workforce was evolving because of a focus on diversity and inclusion initiatives, Yarra Trams decided to harness a new technology called BindiMaps; a beacon and app system that assists people with low vision to navigate their office space (known as Tram Hub).

BindiMaps has been installed across two levels in the Tram Hub as a pilot and demonstrates Yarra Trams' motivation to create a more inclusive employee experience and a workplace accessible to people with disability.

"BindiMaps will allow employees and visitors at Yarra Trams' head office to move independently throughout the

building using their smart phone for voice navigation. It is just one small adjustment that we can make in our workplace to make it more accessible and we are really excited about being able to create a more inclusive environment for everyone accessing the office", says Emilie van de Graaff, Director Passenger & Network Innovation.

As well as the installation of BindiMaps at head office, Yarra Trams has been focused on removing barriers for new employees with disability entering their workforce. Having completed a Facilities and Dignified Accessibility Audit with the Australian Network on Disability, this is another step in the right direction to diversify their workforce.

CHAPTER 2

Creating an inclusive workplace

Your performance as a manager and people leader sets the tone for the rest of your team. By demonstrating a positive attitude toward the skills and abilities of team members with disability you are taking important steps to develop an inclusive work environment.

Inclusive Communication

Leading by example and using inclusive language will help your colleagues feel more confident in addressing disability in the workplace. Here are a few general tips for creating an inclusive workplace:

- It is ok if you happen to use common expressions. For instance it is ok to say “see you later” to a person who is b/Blind or has low vision.
- If you feel like you've embarrassed someone then acknowledge it and apologise, but don't dwell on it. (Of course, don't avoid the situation either.)
- Only refer to a person's disability when necessary and appropriate.
- Refrain from asking how a person acquired their disability.
- Be polite ask the person whether they require assistance, and be patient when assisting the person.
- Be considerate of the extra time it might take someone to respond or perform an activity.

Most importantly, if you are in a situation where you are unsure how to respond, **ask the person how you can be helpful**. This is the best way to create an open, transparent environment and build trust. It's ok if you don't know what to do – just don't be afraid to ask!

It's also okay for the person to say they don't need your assistance. Don't feel offended, the person is simply letting you know they are okay.

Building an enabling environment for all employees

An enabling environment is one where your employees can bring their “whole” selves to work. It helps employees perform their best and feel included in the team. It's also an environment where employees are free of discrimination and harassment. As a result, employees should feel comfortable asking for workplace adjustments if needed.

Work, Health and Safety (WH&S) considerations

Creating a work environment that is safe for employees with disability will ensure that it is safe for everyone.

As a manager, it's important to check with everyone on your team to ensure they can follow your organisation's safety procedures, including evacuation procedures.

You may need to facilitate some workplace adjustments for emergency procedures or implement Personal Emergency Evacuation Plans (PEEPs) for individuals. For example, flashing visual alarms can be installed for employees who are hard of hearing. Or a “buddy system” may be implemented to ensure everyone's safety during an evacuation. A safety evacuation walk through can help to reduce anxiety and ensure people are familiar with the process, escape routes and assembly points.

In addition, there may be other WH&S adjustments required to ensure a safe workplace, for example a foot pedal for an employee to stop a conveyor on a manufacturing bench.

“ Through my experience in working with people with disability, it's about not making assumptions. Have an open and honest conversation about how you can best support their success, just like any other member of your team ”.

Olivia Cozzolino
Manager, Inclusion & Social Procurement,
Level Crossing Removal Project

CASE STUDY

Support your employees to thrive: Metro Trains Melbourne

Metro strongly believes that by embracing diversity, the organisation will reap the rewards of having different perspectives. This will also unite people from different backgrounds to work together and achieve one goal. One Metro, one team.



Dominique was born without her lower right arm and has adapted her life to complete everyday tasks and work successfully in rail for over 11 years. Although her disability has presented some challenges, it has never caused Dominique any issues at work. Dominique said: *“I have been very fortunate to work with great people who understand that by suitable risk assessment, I can work around most things. We just risk assess as we go and adapt things to suit the situation”.*

Dominique worked for 11 years in the UK on London Underground, Network Rail, Channel Tunnel Rail Link and Crossrail before coming to Australia with her husband and two daughters to work on the Metro Tunnel Project.

Dominique is very pleased to know that Metro approaches its recruitment thoughtfully and without bias, to attract a diverse range of candidates. Metro's Diversity and Inclusion

department champions changes to the way they review candidates. Dominique also holds the mandatory 'Diversity and Inclusion' training in high regard. She said the training “left her feeling confident that Metro are challenging the status quo in an inclusive and appropriate way”. Dominique went on to say that “Metro is really a great place to be”.

CHAPTER 2 KEY TAKEAWAYS

Be a positive role model for your team by demonstrating inclusive behaviours that embrace differences.

- Communicate openly, and only refer to a person's disability when necessary and appropriate.
- The best way to assist someone, is to ask the person about the support or adjustments they may need.
- Consider the physical as well as the digital environment when assessing what workplace modifications may be required.

- Remember that workplace adjustments are designed to remove barriers in the environment and make it easier for people with disability to perform their best. Most workplace adjustments are relatively simple and cost neutral.
- Creating a work environment that is safe for employees with disability will ensure that it is safe for everyone.
- Your due diligence in creating a safe environment for all your team members will pay off in more

ways than one. Research shows that employees with disability do not increase occupational health and safety risk in the workplace (as many people assume). In fact, on average, employees with disability have a lower number of workplace incidents and lower workers' compensation costs than employees without disability.¹⁰

¹⁰ Are People with Disability at Risk at Work? A review of the evidence. Australian Safety and Compensation Council, 2007.

CASE STUDY

Extending accessibility: Ability Works Australia

Ability Works Australia is an agile and innovative social enterprise operating since 1963, operating commercially to create opportunities for people with disability or facing social disadvantage to discover their potential and enhance their lives through employment.

Ability Works can custom produce a range of items relevant to industry, such as non-structural mesh as a spacer for structural steel and shade cloth for road barriers, which they supplied for the Level Crossing Removal Project's North Western Program Alliance.

In 2020 Ability Works also established an Inclusive Design business. The Inclusive Design business harnesses the lived experience of people with disabilities and human diversity to deliver unique insights that help designers and planners develop more accessible and inclusive products, services, physical environments and digital experiences.

Ability Works Inclusive Design provides opportunities to employees willing to share their everyday barriers and challenges by participating in discovery sessions, user research and co-design workshops, design reviews, and usability testing. This involvement sparks innovation and informs better design and user outcomes preventing costly retrofitting.

Keon Parade Level Crossing Removal

The Ability Works Inclusive Design team were engaged by the North West Program Alliance to contribute

to the design of the new Keon Parade Level Crossing Removal site. Simply complying with the Disability Standard for Accessible Public Transport (DSAPT) is not sufficient to ensure accessibility and inclusion for everyone. Adding a ramp does not always mean the experience is inclusive and dignified. Wheelchair users are often required to traverse longer distances without shelter from the elements.

Six people from the Inclusive Insights Team were employed. They included individuals with diversity that encompassed limited mobility (motorised wheelchair), blind and cane user, hard of hearing, intellectual disability and a person with social anxiety.

The team also visited the new Reservoir Station where they helped to identify new features that assisted their independent travel experience:

- Use of tactile flooring for navigation for those with low vision

- Clear, audible announcements
- Position of the lift in the middle of the platform
- Capping on the side of the platform assisting wheelchair users to embark and disembark without the assistance of the train driver
- An abundance of nearby under-cover disability parking

The Ability Works Inclusive Insights Team also helped identify further usability issues that would enhance their travel experience:

- Auditory information in lifts to assist with wayfinding to other forms of transport
- Additional signage to help with station wayfinding
- Support for assistance animals
- Workplace accessibility and inclusion for Metro Trains staff
- Emergency management improvements for those Deaf and hard of hearing at stations.



Factors that may impact the physical working environment include:

- Activity Based Working (ABW), where individuals can choose their workspace each day, is good for collaboration and space saving. However, it can present challenges for people requiring workplace adjustments. Organisations should consider providing a fixed workspace and additional storage to employees who may require it.
- Wheelchair access to entrances, exits, lifts, parking and wheelchair-accessible bathrooms.
- An accessible route from public transport.
- Live remote captioning.
- Availability of a hearing loop or amplification.
- Consistent lighting throughout the workplace.
- Tactile ground surface indicators (TGSi).
- Auslan interpreters for events

To learn more about creating accessible web content, see the [global Web Content Accessibility Guidelines](#). You can also seek advice from specialist agencies, such as the Australian Network on Disability.

In terms of **digital accessibility and adjustments**, considerations include:

- Ensure there is good colour contrast between text and background.
- Avoid placing text over images so that the background is clean, and text can be read more easily.
- Avoid using tab or enter to create spaces in documents. Instead use the paragraph tool bar to add larger spaces between text.
- Giving each page a meaningful title.
- Provide alternative text descriptions for images on your website. Alternative text is a text description of an image that is read aloud by screen readers.

- Use headings on websites and documents to allow people using screen-reading software to correctly navigate through the material.
- Using tables for data and ensuring each column and row has an appropriate heading.
- Avoid using text boxes as these are not read aloud by screen readers.
- Giving hyperlinks meaningful labels that make sense on their own and avoiding the use of URLs in text. For example, "Australian Network on Disability website", rather than "click here".
- Ensuring emails are accessible for those using screen-reading software.

CHAPTER 3

Establishing equitable recruitment and on-boarding procedures

Creating a positive, enabling environment begins before your employees are even hired. The recruitment process sets the stage when it comes to establishing a workplace where everyone can thrive. In fact, like workplace adjustments, it is one of the foundation pieces to creating an accessible and inclusive work environment. So, from the time you place a job ad, consider how you can remove barriers to facilitate an equitable recruitment and on-boarding process.

The recruitment process

A barrier-free recruitment process means that candidates with disability have a fair opportunity to demonstrate that they are the best person for the job.

This begins with the position description. Use plain language and keep it simple and consider which tasks and skills are truly essential requirements. The inherent, or essential, requirements of a job are the fundamental tasks that define a job, not all the requirements. For example, it is common for position descriptions to include a requirement for driving licence.

However, it should be considered if this is essential for the role, or if employees could take an alternative mode of transport.

Also evaluate the barriers the job may inherently entail and how these could be overcome. A candidate with disability may be able to demonstrate that they can do the work if workplace adjustments are made. For example, a role requiring travel may require an adjustment of extra time to support a person with disability to board and disembark from a flight.

Essential considerations for creating a barrier-free recruitment process include:

- Understanding your organisation's policies and procedures related to recruitment practices and inclusion.
- Identifying the expected outcomes and results for the job.
- Ensuring application forms and related materials are available in accessible formats.
- Using the Web Content Accessibility Guidelines (WCAG) 2.1 www.w3.org to check your website is accessible. Go to [global Web Content Accessibility Guidelines](#).
- Providing access to further information acknowledging workplace adjustments and your equity and diversity policy.

TIP: To determine the essential requirements of a position, focus on the results of the job rather than the means for achieving a result.

The interview and selection process

It's best practice to ask all candidates if they have any specific requirements or need any adjustments before holding an interview. Keep in mind that an applicant may not have shared information about their disability at the time of application, which is why it's a good idea to check in with everyone who is progressing to an interview.

It's also good practice to let a candidate know the requirements of your selection process. For example, will you hold group interviews, conduct online tests, provide printed materials to review or ask them to complete a novelty task such as building with plastic blocks? Give all candidates a heads-up so they can voice any access requirements in advance.

Examples of adjustments at the interview stage may include detailed instructions for a safe drop-off point. Or, you may need to provide paperwork in an alternative, accessible format ahead of the interview.

At the interview, ask candidates with disability the same questions that you would ask anyone else. Make sure that the questions address the essential requirements.

Behavioural interview questions are appropriate when they are framed around the essential requirements. This allows applicants to demonstrate where they gained their skills and abilities, regardless of the context. For example, instead of asking an applicant to describe their call centre experience, ask them about a time

when they solved a problem for a difficult customer.

It is fair to allow a candidate with disability to give examples from volunteering, studying or other non-work settings. Remember that many people with disability have fewer opportunities to gain work experience than their age-related cohort, so it's important to keep an open mind.

If your organisation routinely uses external providers for psychometric or other testing, enquire whether their processes are accessible to people with disability, can they provide questions in audio format or large print? Some people may need additional time to complete tests as a result of their disability.

CASE STUDY



CASE STUDY

An accessible application process for all candidates: Matt Holland & LXR

Matthew said that due to his Cerebral Palsy, it was quicker for him to type than write by hand. Matthew said instead of giving him an advantage, the computer would put him on a level playing field with his peers.

Matthew was a 21-year-old when he applied for the graduate program at the Level Crossing Removal Project (LXR). He has Cerebral Palsy which affects his movement, balance and fine motor skills.

For one of his assessments to be part of the graduate program, Matthew was required to complete a timed written response about a scenario and how he would respond.

Before the assessment, Matthew spoke to LXR about the possibility of using a laptop for his assessment and completing his assessment in a separate room, under supervision.

LXR made this adjustment and Matthew completed the assessment successfully.

Asking about disability during an interview

If you are wondering what you can ask about a disability or injury during an interview, the questions you can lawfully ask are:

- Whether any adjustments are required to ensure a fair and equitable interview/selection process.
- How the person will perform the essential requirements of the job.
- Whether any adjustments may be required to complete the essential requirements of the job. A reasonable adjustment is a necessary or appropriate modification or adjustment made to ensure or enable equal participation. It could be an adjustment to work hours, training or workplace equipment. For example, an employee with physical disability may require modification of their desk/work area or an employee with vision impairment may require magnification of their computer screen.

On-boarding

Hopefully you've asked all new recruits whether they require any workplace adjustments in their new roles. This does more than show your positive attitude towards human diversity it also means that you can help every employee put their best foot forward by having adjustments in place from the get-go. It's also a good opportunity to demonstrate the inclusive attitude and practices of your organisation.

Assess your on-boarding procedures. Are there facilitator-led inductions that new employees participate in? Or are they required to complete self-paced e-learning modules? If so are they captioned?

Set up your new employees for success by ensuring that any noted adjustments and accommodations are already in place before they begin the on-boarding phase.

Questions to avoid during an interview

It is inappropriate to ask questions about:

- How a person acquired their disability.
- Details of their disability, including the name of the type of disability.
- How the disability will impact their ability to perform aspects of the role.
- Anything, where the information obtained is to be used for the purposes of discrimination.

To help your new employees successfully settle in, here are a few other considerations to keep top of mind during the induction period:

- Is the entire workplace accessible to the employee?
- Are accessible meeting rooms available if required?
- Is your IT department aware of any needed software and hardware?
- If you use training videos or DVDs, do they have captions or audio descriptions? Alternatively, can you provide a text transcript of training videos?
- Have you offered your new employee with disability the opportunity to visit your workplace before their first day?
- Ability to work from home can be an advantage for a person with disability. Does your organisation welcome flex work? Does your organisation support staff to work from home regularly?

Facilitating conversations among colleagues

Will your new employee's co-workers be required to do things differently? If so, discuss with your new employee with disability how they would like to inform colleagues of their specific requirements. This will help the team increase their own knowledge and understanding while learning how to sustain an inclusive environment. It also empowers the employee with disability by allowing them to determine whether (and how) information is shared with their colleagues.

Pay attention to interactions among your new employee and existing team members. One option is to offer disability confident training. This is where the team might attend training before the employee with disability commences with the team. This sort of training provides an opportunity for team members to ask questions about disability, learn about inclusive language and disability etiquette. Avoidance is a form of exclusion and may be perceived as discrimination, if performed on the basis of the disability. If you notice this happening, find out what your team members need to be able to include the new employee.

If your new employee has told you about their disability, ask for their permission first if you think you need to inform someone else.

Explain who you think needs to know and why. For instance, you may need to inform people who will help to make workplace adjustments. Reassure your new employee that you will not need to give specific information about the disability – only about the modifications needed.

If you do need to share information, ask your new team member to sign a consent form first. This ensures you are maintaining their confidentiality and privacy and it also helps build trust.

Using the “buddy” system

Sometimes it's helpful to provide new employees with a “buddy” within the team who is available to answer questions and help the new colleague settle in. This approach can apply equally well to a new employee with disability and can help them feel like they have another trusted person to turn to with any questions or concerns. Just keep in mind confidentiality requirements when briefing the “buddy.”

Checking in with your new team member

Regular feedback is crucial to maintaining a positive, inclusive workplace. Plan to check in with your new employee to ensure that the adjustments you've made are working or to discuss further modifications.

It's also a good idea to set regular dates to review workplace adjustments and potential improvements. Remember everyone is different, so don't assume that what's worked in the past for someone else will be equally effective for another team member.

Promoting a welcoming work environment

Again, leading by example is an effective way to model an inclusive environment for the rest of your team members. When your new employee with disability joins your workplace, there are many ways to make them feel comfortable and welcome. Start with the basics:

- Ask the person what works for them.
- Don't make assumptions.
- Remember that a person's disability, and experience of disability, is as unique as their fingerprints.

Here are some more specific examples that can help create a welcoming work environment.

Including people who are hearing impaired

Sally is joining your team. She has chosen to share that she is hard of hearing. Some of the ways you can support Sally to feel welcome might be to:

- Move into Sally's line of sight when joining her in conversation and face her when you speak.
- Use Sally's first name so she knows you are directing conversation her way.
- Book meetings in quiet areas with minimal background disturbance.
- Speak directly to Sally if she uses an interpreter.
- Ask her if there is anything else you can do to be helpful.
- Follow good meeting etiquette. Eliminate side conversations and speak directly into microphones during virtual or hybrid meetings. Avoid shuffling paper.

Including people who are b/Blind or have low vision

You have appointed Rohit to a new role at your company. He has advised you that he has low vision. Here's some of the ways you can help him feel included:

- Introduce yourself when you approach. Don't assume he will recognise you by your voice.
- Introduce the other people present when you are in a group situation, and make sure you let him know if you are leaving the conversation
- Talk directly to Rohit, not his guide dog, if he uses one. If he is accompanied by a guide dog, don't distract, feed or touch the dog without Rohit's permission.
- Use common words such as “see” or “look” and don't hesitate to talk about activities such as watching TV or videos. It's everyday language.
- Offer your elbow rather than taking his arm if Rohit wants you to guide him.
- Ask first to check if support is required.
- Follow good meeting etiquette.
- Introduce yourself as you speak, eliminate side conversations, provide documentation in advance.

Including people with physical disability

Chris, who uses a wheelchair, is joining your team. Some of the ways you can establish an inclusive environment on Chris's first day include:

- Offer to shake hands, even if they have limitations in their arm or hand.
- Look and speak directly to Chris.
- Ask before support. For example, holding lift doors open can sometimes make things more difficult.
- Offer to reach things on high shelves or in hard-to-reach places.
- Make sure entrances and exits are not obstructed.
- Sit in a chair if you are speaking to Chris for more than a few minutes. This means that you have direct eye contact.

“Communicating with a person with disability can seem daunting to some. Some people are concerned that they will embarrass themselves or the person with disability by saying or doing the wrong thing. Though these concerns usually come from a good place, it is entirely unnecessary. The most important thing to remember is to treat each person with respect.”



Creating an inclusive environment for a person who experiences mental illness

Has someone in your organisation been trained in mental health first aid? Mental health first aid is provided to a person who is developing a mental health problem, experiencing a worsening of a mental health problem or in a mental health crisis. The first aid is given until appropriate professional help is received, or the crisis resolves.

The Mental Health First Aid Action Plan is known as ALGEE® which stands for:

- Approach, assess and assist with any crisis.
- Listen and communicate non-judgementally.
- Give support and information.
- Encourage appropriate professional help.
- Encourage any other supports.

The Mental Health First Aid course was developed in Australia and is considered best practice. For more information visit Mental Health First Aid course. mhfa.com.au

CHAPTER 3 KEY TAKEAWAYS

- Creating an inclusive workplace begins before you've even hired your team members – it begins when writing a job description and placing a job ad.
- Focus on the essential requirements of the position in the job description as well as during the interview and selection process.
- Ask all candidates who progress to the interview stage whether they require any adjustments for the interview and selection process.
- Remember that potential employees with disability may respond to behavioural interview questions with examples that are non-work related but are still equally relevant.
- If workplace adjustments have been requested, put them in place before your new team member's first day if possible.
- Assess the on-boarding procedures to ensure all new employees can participate successfully.
- Consult with the new employee on how they would like to ask colleagues to do things differently so they can be fully included.
- Check in with your new team member regularly to see how their workplace adjustments are working for them and discuss if further support is required.
- Be a good role model for your team by demonstrating welcoming and inclusive behaviours.

CHAPTER 4

Providing career development opportunities and supporting success

As a manager, you play a key role in encouraging and nurturing your employees' career development. By providing challenging career development opportunities, you'll not only bolster your team's skills and experience – you're also more likely to retain valuable employees.

Enhancing the careers of employees with disability

Like any other employee, team members with disability have a right to participate in learning opportunities and explore career development options. As with all aspects of building an inclusive workplace, it all starts with open conversation – discuss goals and future career paths with all your employees.

Keep in mind that employees with disability may have experienced roadblocks in the past, so be encouraging. Never assume that team members with disability have lower expectations or aspirations for themselves. Rather, discuss with the individual what their goals are and how you can help them achieve those goals.

More than one-third of women and more than one-quarter of men aged 15 years and over report that they've avoided situations because of their disability.¹¹ Keep this in mind as you create a welcoming, inclusive environment where everyone feels capable of meeting their full potential.

You may also want to chat with employees with disability about any aspects of their role that they are finding difficult due to their disability. This provides another opportunity to review and reassess workplace adjustments to ensure that your team member feels they can excel and thrive in their role at work.

There are many aspects to career development. Including:

- Goal setting
- Team building
- Networking
- Mentoring
- Leadership opportunities
- Skills training



Assessing performance during the probationary period

The probationary period is an important period in which a new employee's performance is assessed to determine whether it meets the standard for continued employment. For employees with disability who need workplace adjustments, it's fair to assess performance after those adjustments have been implemented.

If there is doubt as to whether you as manager have enough information on which to make the assessment, it is recommended that you extend the probationary period so that the decision is made based on performance following the satisfactory implementation of workplace adjustments plus the probationary period.¹²

Ensuring accessibility during professional development training and team events

Planning for professional development opportunities will give you time to ensure that courses and events are accessible for all employees.

If you're partnering with another organisation or facilitator to provide a course for your team members, discuss accessibility ahead of time with the organiser.

Consider how the course format can be updated to be accessible and inclusive of all attendees. Workplace adjustments can also be planned.

It's also important to plan inclusive team building activities and team events. Activities should be inclusive for everyone so that all team members can participate fully.

Reflecting on professional development

As part of their professional review process, encourage employees with disability – like all your employees – to reflect on their unique strengths, preferred types of work, and short and long-term goals.

Discussions as part of professional development planning may include:

- Reflecting on any specific feedback the employee has received.
- Identifying situations and tasks that create barriers for them.
- Discussing solutions to overcome those barriers.
- Identifying additional professional development avenues, such as mentoring, certification courses, etc.

Creating equitable performance goals for people with disability

Employees with disability have the same performance targets as people who don't have disability. Assessing performance is a vital part of an inclusive work experience.

With that in mind, here are some steps to help you create equitable performance goals for all your team members:

1. Identify the expected outcomes and results for the job.
2. Ask if there are adjustments that can be made to help the employee perform at their best.
3. Seriously consider and implement adjustments where appropriate and set goals in line with the key deliverables.
4. Match expectations of performance against required outcomes rather than against standard process.
5. Evaluate the employee on job outcomes and agreed goals.

¹¹ Australian Bureau of Statistics (ABS) 2016, 4430.0 - Survey of Disability, Ageing and Carers 2015, viewed 24 February 2017.

¹² Employers who extend the probationary period beyond 12 months, for small business employers, or beyond 6 months, for all other employers, are still subject to the unfair dismissal provisions under Part 3-2 of the Fair Work Act 2009 (Cth).

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CHAPTER 4 KEY TAKEAWAYS

- Professional development is vital to staff retention and opportunities should be provided to all employees, including those with disability.
- Keep in mind that some employees with disability may have experienced barriers before, so provide extra encouragement to facilitate their career development.
- For employees with disability who need workplace adjustments, it's fair to extend the probationary period so you can assess performance after adjustments have been implemented.¹³
- Encourage all your employees to reflect on their workplace goals and identify the necessary steps to achieve them.
- Ensure that training opportunities are barrier-free so all employees can participate. If necessary, plan workplace adjustments for courses and learning modules in advance.

CHAPTER 5

Retaining employees who acquire disability

Many people acquire disability at some stage during their working lives. It could be brought about through an accident, illness, mental health issue or simply the ageing process.

The likelihood of living with disability increases with age and nearly 40% of the Australian workforce is aged 45 or over.¹⁴ Among 55 to 64-year-olds, 31% are living with disability.¹⁵

As a manager, you're likely to face the situation where an employee's health situation has changed. Knowing what to say makes all the difference. The conversation might be challenging, but it's important to have.

If an employee approaches you to talk about changes to their situation it is important to:

- Thank them for raising the issue and acknowledge their honesty and courage for coming forward. It's not easy to do.
- Ask questions about how long it has been impacting them and if they have spoken to anyone else and if they think it is affecting their work performance. Beware of invading someone's privacy.
- Ask if there is anything they would like you to do or not do, including whether they require any adjustments, Find out what will make it easier for them to do their job.
- Give information about resources that are available, such as your organisation's Employee Assistance Program (EAP), rather than giving advice.
- Be open – don't worry about saying the wrong thing. It's important to address the situation, even if you aren't confident about the right words to use.

If an employee is performing well and hasn't asked for any changes to be made to their working environment, there is no need for them to share information about their disability. However, like any personal issue, if it starts to impact the employee's ability to do their job, you do need to act.

Signs of change as a result of illness, injury or disability may include behaviour that is out of character, such as the employee:

- Arriving late when they are usually punctual.
- Staying late when they generally leave on time.
- Withdrawing from relationships with colleagues when they are usually friendly and chatty.
- Becoming irritable or tearful.
- Missing deadlines or forgetting to do work, especially on tasks they usually take in their stride.
- Finding it unusually difficult to make decisions.
- Feeling tired and complaining of having no energy.
- Missing work due to sickness.
- Complaining of being tired or in pain.

Tips for positive conversations

Speak to your employee early when you notice things have changed. It's important to let them know about your observations and concerns. Show genuine care and enquire about what is happening for them.

If you've already laid the groundwork for a welcoming, inclusive environment then hopefully your team member will feel more comfortable discussing changes to their situation.

Focus on having a productive conversation to better understand their current situation. Here are some tips:

- Find a private space where you can talk uninterrupted. Make sure you have set aside enough time.
- Do your homework before the meeting. Ensure you know how your organisation expects good managers to respond. What resources and policies are in place to support you and your employee? Familiarise yourself with any relevant policy and follow it.
- Stay constructive. If there is an issue with job performance or behaviour, turn your criticism into a question: "You seem to be having difficulty – what can we do about it?"
- Be specific and factual to avoid misunderstanding. Focus on what is observed. Explain what you need them to address.
- Ask what they think may be impacting their work. Press gently and reassure them that you want to help.
- Focus on what your team member needs to manage the situation. What could you do differently to enable them to do better?
- Refrain from asking for details of their illness, injury or disability. Instead, ask if any adjustments would be helpful.
- Follow up – if you need to take the time to find information and get back to the employee, let them know that's what you plan to do. Don't share personal information without permission, unless authorised or required by, or under law.
- Show empathy. Be sensitive and willing to pause if the person becomes upset.
- Show your concern and focus on how you can solve the problem together.
- Formulate a plan and fix a time for a further meeting to review progress.

"Working with people with disability has been one of the most rewarding experiences of my career. It reinforces that all people, regardless of their personal circumstances, will contribute productively and positively when they're provided with a supportive and inclusive environment."

Justin Lokhorst,
Director at Australian Bureau of Statistics

¹⁴ Department of Employment, Australian Jobs 2015.

¹⁵ Australian Bureau of Statistics (ABS) 2016, 4430.0 – Survey of Disability, Ageing and Carers 2015.

Dealing with under performance

When you check in with an employee who you're concerned about, the goal is to generate potential solutions that will help them meet their performance requirements. It is important that you address changes to your employee's situation promptly and make timely adjustments.

Some questions you can ask your employee that may help you identify next steps include:

- How can we take this forward?
- What can we do differently to better support you?
- How do you see the situation being resolved?
- What help do you need from your colleagues?
- How can we make your life at work more manageable?

Finally, be sure to schedule a time to meet again to assess any changes that have been implemented and continue evaluating the situation.

In some cases, it may be necessary to implement performance management procedures. These should be done in alignment with your organisation's policy.

Determining the reasonableness of workplace adjustments

It is best practice not to pursue any disciplinary processes until all reasonable workplace adjustments have been considered and appropriate adjustments implemented and reviewed. If needed, consult with your human resources or equivalent team with any questions.

- As a guide, considerations to the 'reasonableness' of workplace adjustments include:
- Potential effectiveness of the adjustment in preventing disadvantage and in assisting in the performance of the essential requirements of the job.
- Practicality.
- Financial and other costs of the adjustment.
- Extent of the disruption caused.
- Availability of financial resources.

For more information on workplace adjustments, visit jobaccess.gov.au

Closing summary

With around one in five Australians experiencing disability, building an inclusive, diverse workforce benefits everyone. We hope that this guide will support you, as people leaders, to be able to effectively recruit, support, retain and develop employees with disability in your workforce.

In addition to removing barriers in your recruitment process, one of the most important points is to ask employees what adjustments they may need to perform their job well. They are in the best position to advise you. Remember that creating a positive, inclusive work environment for employees with disability will benefit all employees and the organisation.

CHAPTER 5
KEY TAKEAWAYS

- If you're worried that a team member's situation may have changed, invite them to have a constructive conversation to discuss how things are going at work and if there are any adjustments that you can facilitate to help them.
- If workplace adjustments are needed, make them in a timely manner and make plans to review their effectiveness periodically.
- Employees may acquire a disability during their working life through accident, illness or ageing.

Appendix

Understanding legal obligations

The Disability Discrimination Act 1992

The Disability Discrimination Act 1992 (DDA) provides legal protection for everyone in Australia against discrimination based on disability.

Disability discrimination occurs when people with disability are treated less favourably than people without disability. It also occurs when people are treated less fairly because they are relatives, friends, carers, co-workers or associates of a person with disability. Disability discrimination can be direct or indirect.

Under the DDA, the definition of the term "disability" is very broad. This means that people you might not regard as having disability, and people who may not even think of themselves as having a disability, are included.

The Disability Discrimination Act's definition of disability includes:

- Physical disability
- Intellectual disability
- Psychiatric disability
- Sensory disability
- Neurological disability
- Learning disability
- Physical disfigurement
- The presence in the body of disease-causing organisms.

While some people are born with disability, many people acquire disability throughout their lives. Disability can be visible or nonvisible.

The DDA protects against discrimination of disability that a person:

- has now
- has had in the past (for example: a past episode of mental illness)
- may have in the future (e.g., a family history of disability which a person may also develop)
- is believed to have.

The DDA also protects people who may be discriminated against because they:

- are accompanied by an assistant, interpreter or reader
- are accompanied by a trained assistance animal, such as a guide or hearing dog
- or, use equipment or an aid, such as a wheelchair or a hearing aid.

Regarding employment, the DDA prohibits discrimination against people with disability throughout all stages of the employment process, including:

- recruitment processes such as advertising, interviewing, and other selection processes
- decisions on who will get the job
- terms and conditions of employment such as pay rates, work hours, job design and leave entitlements
- promotion, transfer, training or other benefits associated with employment
- or, termination of employment, demotion or retrenchment.

The DDA is administered by the Australian Human Rights Commission. Individuals can lodge complaints of breaches of the DDA with the Commission in writing, by phone or online.

For more information, visit the [Australian Human Rights Commission](http://www.humanrights.gov.au).

Appendix

Disability information sharing

There is no legal obligation for an employee to disclose a disability unless it is likely to affect their performance in a role. However, you should explain your workplace’s diversity policies to applicants. This will assure them that your organisation actively encourages applicants from diverse backgrounds, and that it has an inclusive culture.

Privacy Act 1988 (Privacy act)

The Privacy Act recognises that our privacy is a vital part of who we are. It is something that is valuable and worth protecting. The Act provides rights and protections for our personal information. For more information visit Office of the Australian Information Commissioner website.

Key terms to remember

Disability

Disability may result from accidents, illness or genetic disorders. A disability may affect mobility, ability to learn things or ability to communicate easily. Some people may have more than one. A disability may be visible or hidden, may be permanent or temporary, and may have minimal or substantial impact on a person’s abilities.

The United Nations Convention on the Rights of Persons with Disabilities defines people with disability as those who have long-term physical, mental, intellectual or sensory impairments which, in interaction with various barriers, may hinder their full and effective participation in society on an equal basis with others.

Many people with disability provide that social and attitudinal barriers are equally as challenging as environmental barriers.

Person-first language

Person-first language is the most widely accepted terminology in Australia. It puts the person first and the impairment second (when it’s relevant). Examples include: “person with disability”, “people with disability”, “person who is d/Deaf”.

Workplace adjustment

A workplace adjustment is a change to a work process, practice, procedure or environment that enables an employee with disability to perform their job in a way that minimises the impact of their disability.

About the Australian Network on Disability

Since their inception in 2000, the **Australian Network on Disability** (AND) has been supporting large, complex organisations to welcome people with disability as employees, customers and stakeholders.

Today, they work in partnership with over 400 organisations from across the public, private and not for profit sectors. Their significant experience and unique networks support them to build their members’ knowledge, understanding and ability to welcome employees, potential employees and customers with disability.

They are also Australia’s leading content creator in relation to inclusion of people with disability in a business environment. Their publications are developed in collaboration with people with disability, our business networks, regulators and thought leaders.

Acknowledgements

The original Manager’s Guide was developed with the generous support of sponsors Telstra, IBM and Manpower. The 2nd Edition was generously supported by The Westpac Group, Ageing, Disability and Home Care (NSW), the Victorian Department of Business and Innovation and Telstra Corporation.

This edition has been updated by the **Australian Network on Disability** in collaboration with the Victorian State Government’s Level Crossing Removal Project, members from the transport and infrastructure industry, managers and supervisors of people with disability and individuals with lived experience of disability.

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