



PNGAus Partnership

EmployAbility – TOOLKIT

Improving inclusion and accessibility
in the workplace for employees

**GUIDANCE AND
RECOMMENDATIONS
FOR EMPLOYERS**



Deliverable: EmployAbility Toolkit

Date: October 2025



THE EMPLOYABILITY PROJECT

The EmployAbility project is an important initiative of the Australia Papua New Guinea Economic Partnership (APEG) – a multisector Australian Department of Foreign Affairs and Trade (DFAT) investment with the aim of creating a resilient and diversified economy that enhances the quality of life for all Papua New Guineans.

Through the creation of dynamic and contextualised Case Studies and a Toolkit, as well as the delivery of fit-for-purpose capacity development training, the EmployAbility project seeks to contribute to increased participation of people with disabilities in the employment market, as well as increased understanding of disability and inclusion in PNG.

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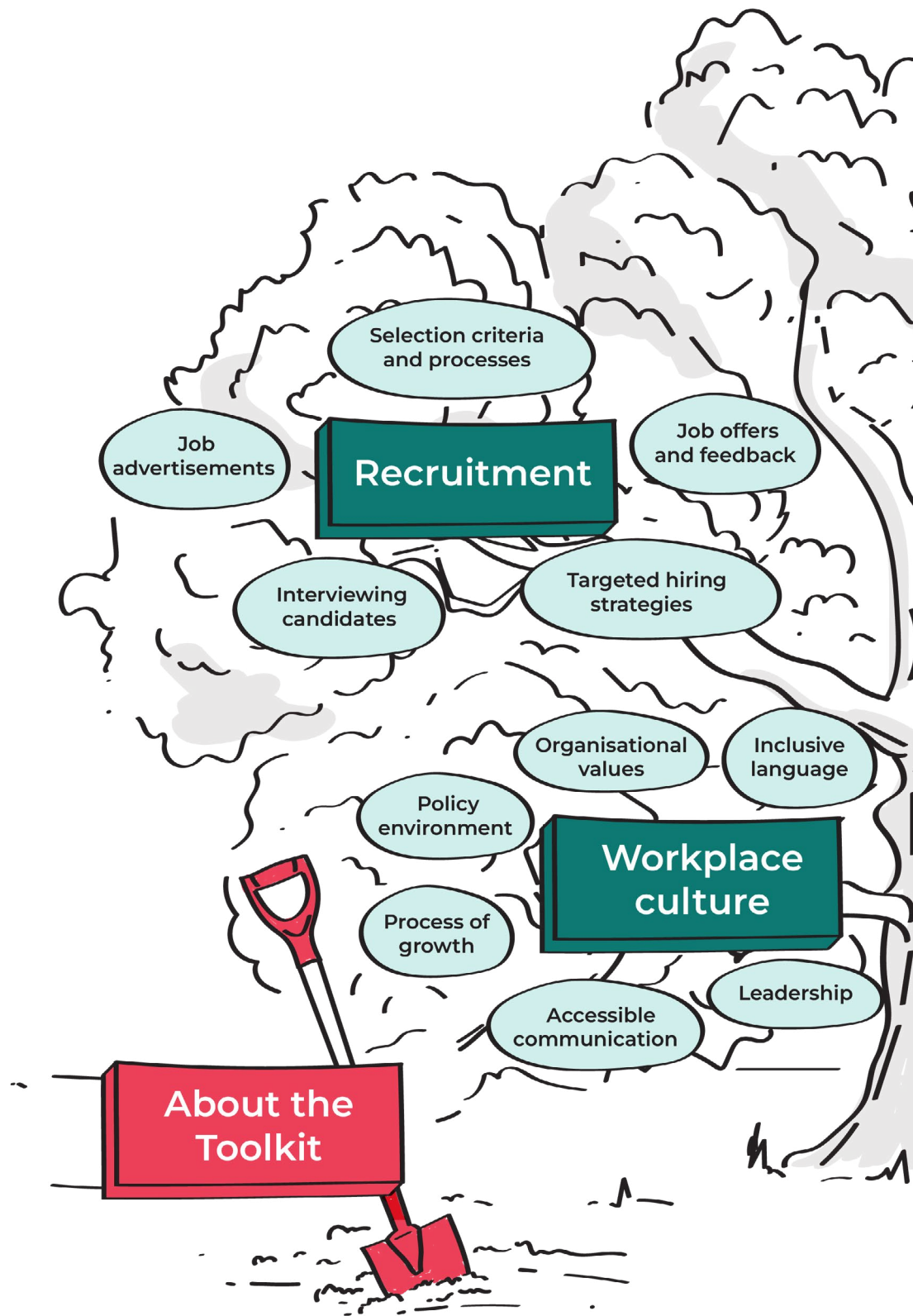
HOW TO USE THE TOOLKIT

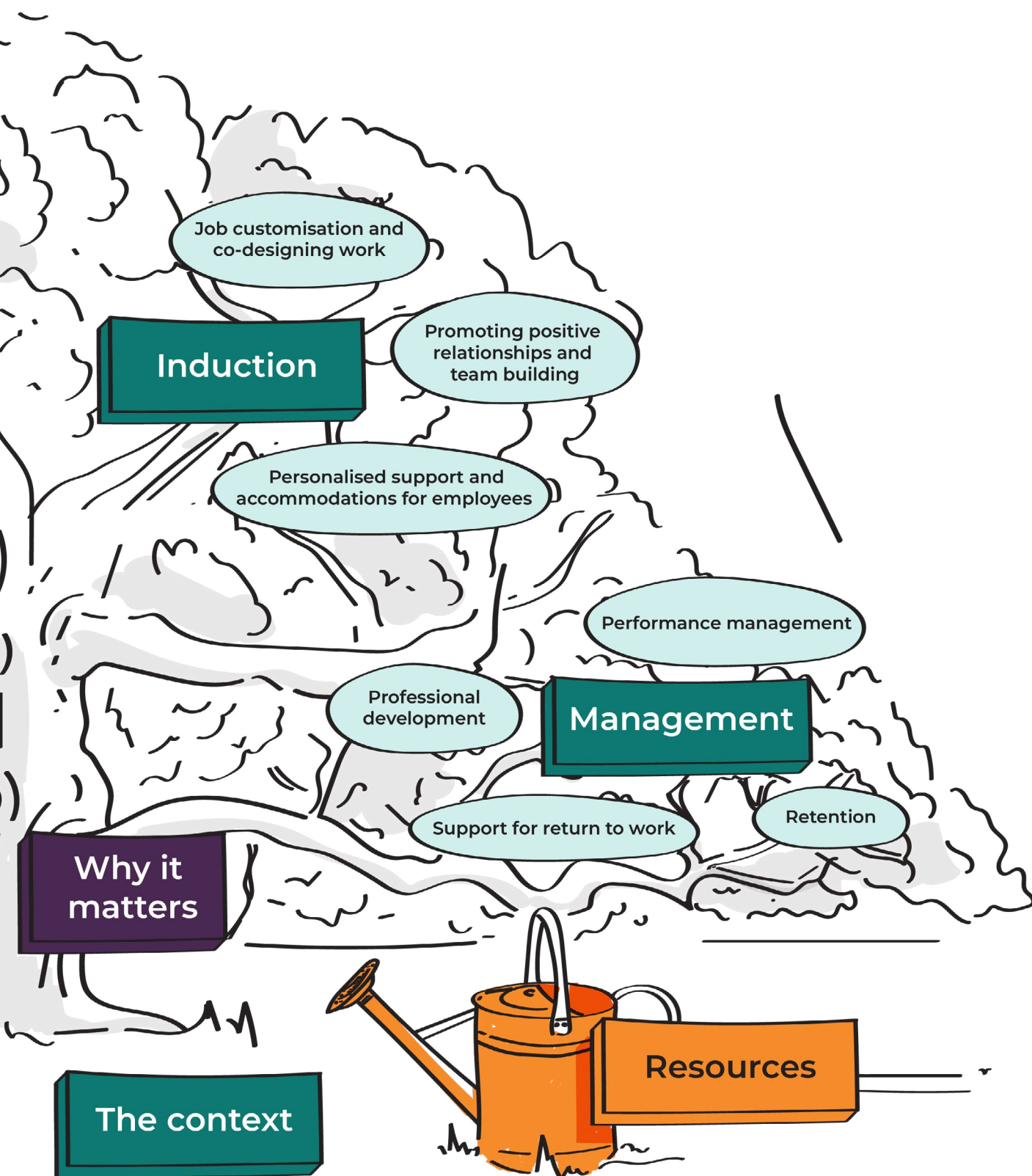
The EmployAbility Toolkit is made for employers – use it to undertake your own process of growth towards inclusion and accessibility in the workplace for employees and customers.

Your organisation might be taking the first steps to consider inclusion and accessibility, or it may have experience with some areas. Whatever the level of experience or goals of the organisation, there is something here for you! Read the sections in any order – we encourage you to jump to the parts most relevant to you. To navigate, you can use the links on this page and at the top of every page.

The Toolkit is designed to be *process orientated*, rather than prescriptive. We cannot tell you what to do in your organisation, but we will give you an idea of the processes you will need to consider if you want to meaningfully invest in inclusion and accessibility.

The suggested processes are grounded in the Papua New Guinea context, relevant evidence-bases, and best-practice policy. The practical application and implementation of the processes are discussed – including through the provision of templates, examples, and practical tips.





WAYS TO ENGAGE

The processes described in the Toolkit are best undertaken with time to reflect, consult, apply and reflect again. It is important to connect with others, both inside and outside of your organisation.

There are several ways that you can reach out, get support, and learn more about improving inclusion and accessibility in the workplace for employees and customers.

INVOLVE YOUR TEAM

The Toolkit encourages you to build on the experiences of people within your organisation and take the time to engage and reflect with your teams.



- Form a committee of team members that can work through some of the processes together and keep the rest of the team informed and involved as appropriate.

GET INVOLVED IN AWARENESS-RAISING EVENTS

Events are held each year in PNG that raise awareness of the importance of inclusion and accessibility in our society – including events that promote the rights and wellbeing of people with disability.



- Put a selection of events in your organisation's calendar and build in a process to use them as prompts for strategic reflection.

<u>International Day of Persons with Disabilities</u>	3 December each year The United Nations (UN) launches a new theme every year that gives a focus for society to remove barriers for people with disability and become more inclusive.	• Reflect on the yearly theme as a team • Invite a speaker to your organisation to give a presentation or run a discussion
<u>Global Accessibility Awareness Day</u>	Third Thursday of May each year A chance to talk, think and learn about digital access and inclusion.	• Reflect as a team on how your organisation is using language in your websites and other digital products – <i>is it inclusive and accessible to your employees and customers?</i> • Celebrate efforts to develop inclusive language and accessible products – showcase examples, and give a shout out to team members who are doing a good job in this area
<u>Disability Employment Awareness Month</u>	Usually held in October This month focuses on promoting employment opportunities and inclusion for people with disability	• Reflect on your organisation's strategies for employment recruitment, induction, and management – <i>do they promote the inclusion of people with disability?</i>

CONNECT WITH ORGANISATIONS IN PNG

There are a range of different organisations and networks that are actively working to promote inclusion and accessibility in PNG – they have valuable experience, services, and resources that you can draw on.

Some of the organisations listed here can provide support related to the recruitment of people with disabilities – including facilitating work experience internships and the distribution of job opportunities to their networks.



- Reach out to an organisation and let them know your interest in creating accessible and inclusive workplaces – there could be a range of ways you could work together.

Papua New Guinea Assembly of Disabled Persons (PNGADP)	The Papua New Guinea Assembly of Disabled Persons (PNGADP) is the national umbrella organisation representing people with disability. It advocates for disability rights, inclusion, and equitable participation in society, working closely with government, NGOs, and local Disabled Persons Organisations (DPOs). PNGADP plays a key role in advocacy, capacity building, and coordination of national campaigns to ensure people with disabilities are heard and included in development processes. Focus: Advocacy, policy influence, capacity building, and national coordination for disability rights.
Organisations of Persons with Disabilities (OPDs)	The PNG OPD Network is a collective of groups led by and for people with disability, with the PNG Assembly of Disabled Persons (PNGADP) as its primary national body. OPDs provide advocacy, services, and peer support, ensuring people with disability have a strong voice in decision-making. The network strengthens OPD capacity, supports members with training and resources, and works with government and partners to drive disability-inclusive development. The following page includes a list of the National and Provincial OPDs, with current contacts, under the umbrella of the PNGADP. Focus: Representation, peer-led advocacy, and service provision.
National Orthotics & Prosthetics Services (NOPS)	NOPS is a department of the PNG Ministry of Health, which is the main service provider in PNG for prosthetics, orthotics, wheelchairs, and other assistive devices. Focus: Prosthetics, orthotics, wheelchairs, and assistive devices
Cheshire Disability Services	Cheshire Disability Services is a long-standing organisation in Port Moresby with over 60 years of experience supporting people with disability. Alongside rehabilitation and community services, it plays a leading role in inclusive employment. Its Young Voices programme and employment services supports people with disability build skills and work readiness, while assisting employers with candidate matching and recruitment processes. Focus: Rehabilitation, community services, and inclusive employment support.
Red Cross	The Red Cross integrates disability inclusion into all areas of its humanitarian work. It improves access to services, provides inclusive education support, and works to include people with disability equitably in disaster preparedness and response. Working with global Red Cross partners, it also promotes awareness, advocacy, and training to foster safer, more inclusive communities. Focus: Disability inclusion in humanitarian action, disaster response, and inclusive education.
Network of Callan Services	The Network of Callan Services provides services to children and adults with disability in Papua New Guinea, with a strong focus on inclusive education and training. It is a leading disability rights, advocacy and representative Network of and for all people with disability in PNG. Guided by values of respect, compassion, and justice, the Network empowers people with disabilities to participate fully in social, academic, and economic life. Focus: Inclusive education, training, and advocacy for people with all disabilities.

LIST OF NATIONAL AND PROVINCIAL ORGANSATIONS OF PERSONS WITH DISABILITIES

Name of OPD	Leaders' Name	Sex	Position	Contact Details (2025)
PNG Assembly of Disabled Persons. (PNGADP)	Ruth Javati	F	F-Co-Chair	T: 82875482
	Medley Laban	M	M-Co-Chair	T: 73627934 E: medley.laban6@gmail.com
PNG Blind Union	Michelle Muru	F	Co-C/person	T: 75587063
	Kaman K Wasup	M	Co-C/person	T: 71819234 E: kamankelly7@gmail.com
PNG Deaf Association	Josh Yembo	M	President	T: 76510708 E: pngdeafass@gmail.com
PNG PARAQUAD	Manoka Igo	F M	Co-C/person	T: 81144411 E: igomanoka@gmail.com
PNG Youths with Disabilities	Hebou Davana	F	Co-C/person	T: 71852639
	Patrick Samar	M		T: 82706033 E: pngydo213@gmail.com
Women In Disability Network	Sommerville K Hasu	F	Chairperson	T: 82140792
NCD DPO	Ruth Javati	M	Chairperson	T: 82875482
	Peter Wasape	F		T: 79364583
Central Province Hebamo DPO	Trevor U Sereva	M	Chairperson	T: 81333509
	Jacqueline Garoau	F		E: tusereva@gmail.com
Gulf Provincial DPO	Doreen M	F	Chairperson	T: 73137290
Western Provincial DPO	Marilyn Elia	F	D/Chair	T: 73219072
		M	Chairperson	E: eliamarilyn@gmail.com E: wesieminai@gmail.com
Milne Bay Provincial DPO	Annemarie Miyoni	F	Chairperson	T: 70081962 E: annmarie.miyoni@gmail.com
Oro Womens Disability Womens' Network	Sommerville K Hasu	F	Chairperson	T: 70720746 E: samavil_hasu@yahoo.com E: wwdan2021@gmail.com
Morobe Disable Agency	Benedict Hipom	M	Chairperson	T: 73388778 E: bhipom12@gmail.com
EHP-Nokondi Assembly of Disabled Person	Nelsie Kofiaba	M	Chairperson	T: 70192628 E: nelcyLOWARI@gmail.com
Simbu Disabled Peoples' Association	Clare Titus	F	Chairperson	T: 71287278 E: claratitus@gmail.com
Jiwaka Disabled Peoples' Association	Roslym Okil	M	Chairperson	T: 83672572 E: makifred754@gmail.com
WHP Disabled Peoples' Association	Thomas Peter	M	Chairperson	T: 72734602
Enga Disabled Peoples' Association	Nita Pupu	M	Chairperson	T: 71161279 E: diocesewabag@gmail.com
Madang Self Help Organisation	Elina Seko	F	Co-C/person	T: 73820317
	Desmond Beng	M	Co-C/person	T: 71644802 E: elina.seko@rocketmail.com E: dbeng70@gmail.com

Name of OPD	Leaders' Name	Sex	Position	Contact Details (2025)
East Sepik Disabled Peoples' Agency	Lucy Hensen	F	Interim Committee	T: 70538832 E: esdpadpo@gmail.com E: lucyhenson2016@gmail.com
Manus Disabled Persons Association	Nickson Solomon	M	Chairperson	T: 74777572
Niu Ailand DPO	Medley Laban	M	Chairperson	T: 78375132 E: medley.laban6@gmail.com
East New Britain DPO	Hellen Royal	F	Chairperson	T: 72204782 T: 74632994
West New Britain DPO	Dennis Maisisi	M	Co-C/person	T: 73719579
Bougainville DPO	Ruth Tohaka	F	Chairperson	T: 71765971
Southern Highlands DPO	Lupo Kon	M	Chairperson	T: 82451809
PNG Down Syndrome	Maree Aisi	M		T: 71718844 E: mareeleslie@gmail.com

KEEP LEARNING

Being open to ongoing learning is an essential part of any effort to create accessible and inclusive workplaces. You can learn through formal training opportunities, as well as through reflecting on the experiences of others.

Examples of free online courses

[Introduction to Disability Awareness](#)

Disability Awareness

[Building a culture of accessibility and inclusion](#)

Australian Human Rights Commission

[Diversity and inclusion in the workplace](#)

The Open University



- Consider ways that you can encourage your team to engage in learning and training related to accessibility and inclusion – for example, could you build it into regular professional development frameworks?

While these online courses are from Australia and the UK, the principles they cover are equally applicable in PNG.

THE CONTEXT : DISABILITY INCLUSION AND ACCESSIBILITY IN PAPUA NEW GUINEA

HOW IS DISABILITY DEFINED?

The way we think about and understand disability is important to how we approach inclusion and accessibility in our workplaces and in PNG society.

Defining the word 'disability' is a complex and ongoing process. There have been many important developments in how we understand and use the word.¹

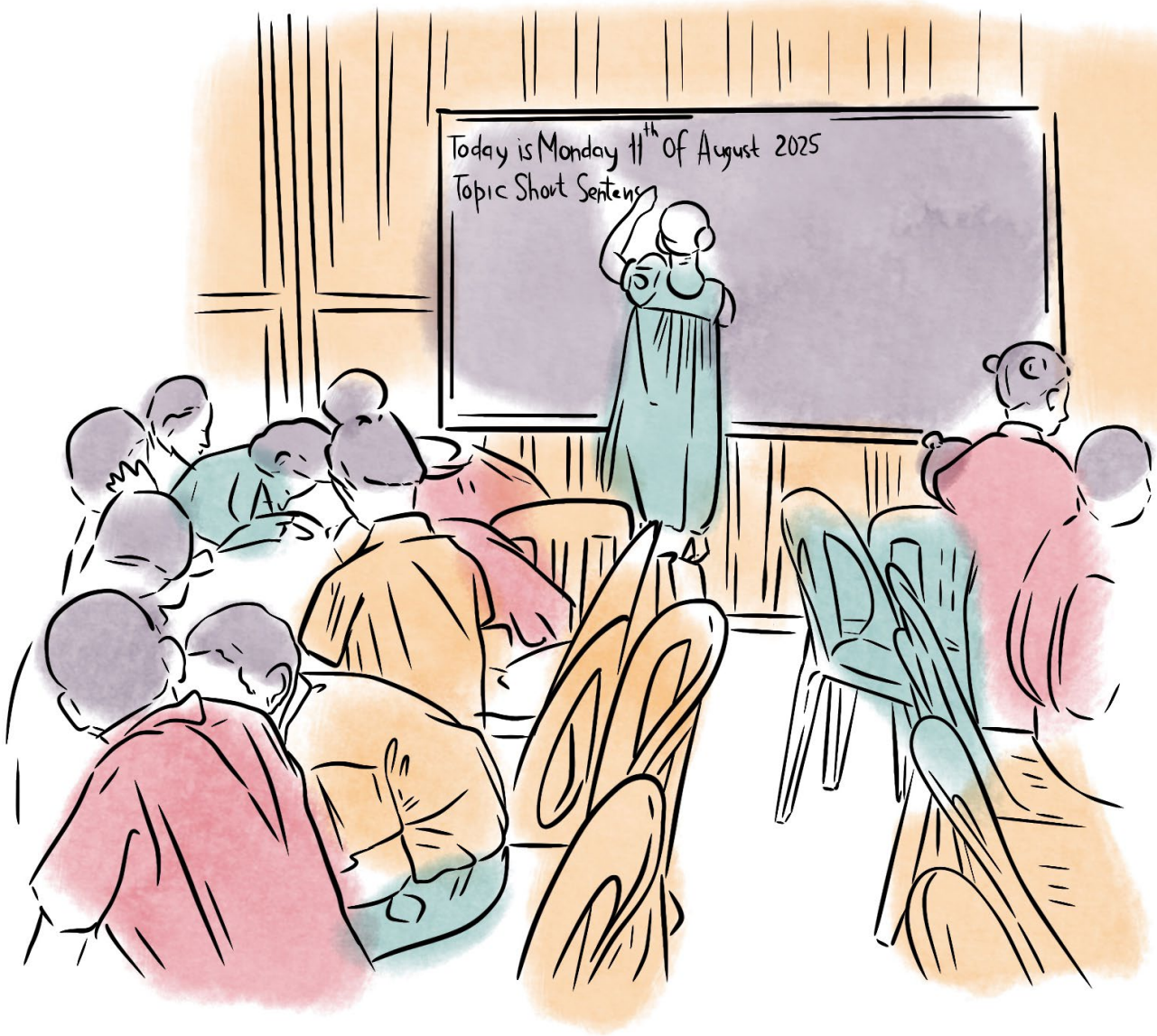
We used to think about disability in primarily individual and medical terms – focusing on the health conditions a person might experience in their body. Health conditions are an important part, but there is much more to how an individual person experiences disability than what they experience in their body.²

An individual person lives in a society and an environment. There are many social and environmental factors that influence how a person may experience a health condition as a disability. Disability can be experienced by a person with a health condition when their range of activities are limited, or their participation in society is restricted, due to social and structural factors.³ For example, a person's ability to attend a job interview is limited due to the lack of accessible physical

“...disability results from the interaction between persons with impairments and attitudinal and environmental barriers that hinders their full and effective participation in society on an equal basis with others.”

This understanding of disability from the  [United Nations Convention on the Rights of Persons with Disabilities](#) (CRPD)(2006) is internationally recognised and is used in the  [Papua New Guinea National Policy on Disability 2015–2025](#).

infrastructure (like transport and building facilities). Or a person's participation in the workforce is restricted due to negative social attitudes about their capabilities. Towards defining disability, we should think about it in terms of the interaction of health conditions; personal factors; and social and environmental factors. The interaction of these things will be different for each person, and so each person experiences disability differently.



WHAT DO WE KNOW ABOUT DISABILITY IN PNG?

We do not have a comprehensive understanding of how many people in PNG experience disability – it is estimated that it is around 15% of the country's population.⁴

Collecting valid and reliable data on disability is a challenge for all countries. PNG's census data has not yet provided information related to disability. Some data on physical mobility has been collected by the National Statistical Office (NSO), indicating that almost 10% of the population have indicated some form of difficulty walking up and down/ climbing steps.⁵

There is a need for more data to be collected on disability so that we can use it to inform policies and actions that will benefit people with disability – and contribute to increased inclusion across society. Listening to the experiences of people with disability and directly involving them in the efforts is vital.

Please see the [Washington Group Questions on Disability](#) – a universal set of questions to identify disability.

WHAT CHALLENGES DO PEOPLE WITH DISABILITY EXPERIENCE IN PNG?

In PNG, people with disability experience significant challenges that often prevent their participation in society – including in employment.



"[The] first employer was like: 'She had a very bright qualification, let's call her in for an interview.' But then when we're in the interview room and they found out I can't hear... they kept telling me, 'Well, we'll get back to you.'"

Clare Guria

		SOCIAL	SYSTEMIC	STRUCTURAL
		These challenges stem from societal perceptions and biases – they include lack of awareness and understanding; stigma; discrimination; and low expectations of and by people with disability.	These challenges stem from inadequate policies and laws; and disadvantage resulting from inequity in education, skills training, health, employment and other opportunities.	These challenges stem from inaccessible environments – physical spaces and facilities that are not designed to accommodate the needs of people with disability.
Employment related challenges	WORKPLACE CULTURE	Lack of awareness of the rights of people with disability and the value of their contributions. Employers (and employees) can have low levels of awareness of rights at work. The personal worth and professional contributions of people with disability can be denied.	Under-representation of people with disability in PNG workplaces. Employers may not recognise the potential of people with disability because they have limited experience working with them.	Limited investment in workplace accessibility. Without a culture of accessibility and inclusion, backed up by policy and regulation, these investments are unlikely to be prioritised.
	RECRUITMENT	Discriminatory attitudes adopted by employers during recruitment. Recruitment teams and interviewers can hold negative perceptions of people with disability that impact on a candidate's chances of being considered for employment opportunities.	Recruitment policies and processes do not consider inclusion and accessibility. Due to the way hiring strategies are developed and carried out, people with disability may not be able to access them and participate in the process. Under-resourced employment related support services. Services related to training for, finding, securing, and maintaining employment are not always available to people with disability.	Inaccessible transport and buildings. Due to the limitations of physical infrastructure, some people with disability may find it difficult to travel to and access the place of work – including for job interviews. Lack of assistive technology. The limited access to assistive devices and tools in the workplace can negatively impact a person with disability's ability to participate.
	INDUCTION	Lack of awareness and understanding by employers. Employers can be unable or unwilling to communicate respectfully with employees with disability to understand what they need to do their best work – including reasonable accommodations to get set up for work, continue work, and return to work.	Workplace policies and processes limit access to reasonable accommodations. Employers may not have the policy environment to support personalised support, and accommodations, such as flexible work arrangements.	Inflexibility of personal workplace design. The inability of an employer to adapt the physical workspace to individual needs and preferences can negatively impact an employee's well-being and productivity.
	MANAGEMENT		Lack of career development opportunities. Employers often do not provide people with disability with equal opportunity to skills training and performance management mechanisms – they can be passed over for promotion or unfairly dismissed, for example.	

WHAT STRENGTHS AND OPPORTUNITIES DO PEOPLE WITH DISABILITY DRAW ON IN PNG?

People with disability in PNG draw on their personal agency and advocacy; the support of their social networks; and the services offered by a range of organisations.



"From my education journey, I faced many challenges, but I did not give up during my study..."

Damien Steven

"That [Australia Awards] experience gave me so much confidence in myself... I was willing to take risks and go after what I wanted."

Clare Guria

SELF AGENCY AND ADVOCACY	FAMILY, COMMUNITY, AND SOCIAL NETWORKS	SERVICES AND ADVOCACY ORGANISATIONS
- Lived experience - Agency – for example, the global disability rights movement's slogan is "Nothing About Us Without Us".	Traditional norm of kin and community caring for extended community members.	- Government agencies and services - Church groups and services - Civil Society Organisations (CSOs)



WHY IT MATTERS : DISABILITY INCLUSION AND ACCESSIBILITY

WHAT IS INCLUSION AND ACCESSIBILITY?

Inclusion and accessibility are two interconnected terms. They are about making sure that people can participate in our societies and access the environments, products, and services they need – including people with disability.



“Working here in our new office is more accessible. Now I’m close to the kitchen. I can just stand up and go to the kitchen and make my coffee... It’s easy to go to the bathroom. Come in here and it’s just a small step. It’s easy to catch a taxi. If not, it’s just a small walking distance. It’s just stress free.”

Brenda Lombange

INCLUSION	ACCESSIBILITY
The efforts to ensure everyone is respected and valued; treated fairly; and can participate in society – including people with disability.	The intentional design of environments, products, and services so that they can be used by people with a range of needs – including people with disabilities.
Key features: • Respect • Equal treatment • Participation	Key features: • Universal design • Reasonable accommodations • Removing barriers
<i>Social and attitudinal aspects of participation</i>	<i>Physical and practical aspects of access</i>
Workplace examples: • Welcoming work environments – including a sense of belonging to a team • Equal opportunity to employment opportunities and career advancement • Meaningful involvement and contribution to decision-making, problem-solving, and the overall success of the company	Workplace examples: • Accessible buildings and facilities – including features such as ramps. • Accessible communication – such as documents that can be read by screen readers. • Personalised support and accommodations – such as workplace seating arrangements and assistive technology.
Accessibility and inclusion are two sides of the same coin. Inclusion requires accessibility – and accessibility is not enough without inclusion.	

WHAT ARE THE BENEFITS OF DISABILITY INCLUSION AND ACCESSIBILITY?

Our societies, communities, and workplaces are better when we are inclusive of people.

There are a range of ways that we can categorise the benefits of including people with disability in the workplace. We use three categories here – and list a small summary of the many benefits at the personal, business, and societal levels.



“So we make an effort to ensure that we just hire the best person for the job. It doesn’t matter where they’re from... It’s not just capability, it’s actually their motivation and enthusiasm for the job.”

David Hannan

When people with disability are included in PNG workplaces:

People benefit	Businesses and companies benefit	PNG society (and economy) benefits
HUMAN RIGHTS <i>The inclusion of people with disability in society is a human right.</i>	BUSINESS CASE <i>The inclusion of people with disability is good for business.</i>	DEVELOPMENT <i>The inclusion of people with disability benefits societies.⁶</i>
Benefits to people include: • Increased opportunity for economic independence • Increased job satisfaction and morale – including sense of purpose and belonging. • Opportunity for personal growth and development – including increased confidence and new skills. • Positive health and wellbeing outcomes – including improved physical and mental health. • Enhanced social engagement – including participation in social activities.	Benefits to businesses include:⁷ • Increased levels of engagement and productivity • Better workplace morale • Diversity in problem solving approaches • Enhanced teamwork	Benefits to PNG society include: • Stronger, more resilient communities – through increased social cohesion⁸ • Inclusion of diverse perspectives and contributions – including in decision-making. • Reduced poverty and inequality. • Increased economic growth – through the potential contribution of all citizens.

WHAT POLICIES AND LAWS INFORM OUR THINKING AND ACTIONS ON DISABILITY INCLUSION AND ACCESSIBILITY?

Papua New Guinea's new Disability Services Act 2025 affirms the rights of persons with disability to full participation in economic life.

In line with Article 27 of the UN Convention on the Rights of Persons with Disabilities (CPRD), the Act sets out clear obligations for government and employers to create inclusive workspaces and equal employment opportunities.

THE DISABILITY SERVICES ACT 2025

KEY PROVISIONS ON EMPLOYMENT	WHY THIS MATTERS	KEY MESSAGES
Right to Work: Persons with disabilities cannot be discriminated against in hiring, pay, promotion, training, or dismissal. Inclusive HR Policies: Public and private sectors are encouraged to adopt disability-inclusive recruitment, retention, and career progression. Affirmative Action and Quotas: Targets for public sector employment of persons with disability and incentives for private sector inclusion. Skills and Vocational Training: Government to fund and adapt training/apprenticeship programmes in partnership with OPDs Entrepreneurship & Self-employment: Support for microenterprise, cooperatives, credit access and business skills training. Monitoring & Enforcement: National and provincial committees to track compliance and guide employers.	Economic Empowerment: Inclusion drives productivity and reduces dependency. Social Cohesion: Equal work opportunities strengthen communities and reduce stigma. International Obligations: Aligns PNG with CPRD commitments and SDG 8 (decent work).	- Employment is a right, not charity - Inclusion benefits everyone – stronger workforce, stronger economy - Development partners can help move from legislation to implementation

Other policies and laws also inform our thinking:

INTERNATIONAL	REGIONAL	NATIONAL
 <u>The United Nations Convention on the Rights for Persons With Disabilities (CRPD)</u> The Government of Papua New Guinea has commitments as a ratified signatory to pursue the convention's objectives.  <u>The United Nations Sustainable Development Goals</u> Global 2030 framework of 17 goals for people, prosperity, and planet; requires inclusive development with relevant targets on education, decent work, reduced inequalities, and inclusive cities.	 <u>Pacific Framework for the Rights of Persons with Disabilities (PFRPD) and  Biwako Millenium Framework Plus 5 (BMF)</u> Both regional frameworks promote the removal of barriers in line with the CRPD.  <u>Incheon strategy</u> Builds on the CRPD and the BMF in making those rights real through Community Based Rehabilitation (CBR).	 <u>Papua New Guinea National Policy on Disability 2015-2025: "Remove Barriers, Make Rights Real."</u> It is PNG society's responsibility to protect the rights of people with disability, and remove barriers to their participation. The Policy is a plan of action to implement the CRPD and provides guidance relevant to the PNG context.  <u>Papua New Guinea Vision 2050</u> (rights-based agenda in PNG.)



THE TOOLKIT: CREATING INCLUSIVE AND ACCESSIBLE WORKPLACES

WORKPLACE CULTURE

Intentionally build inclusion and accessibility into your workplace culture.

Every organisation and workplace has a culture – a system of shared attitudes, beliefs, priorities, and values that guides the way employees work, communicate, and interact (with each other and with customers/ clients).

Inclusive workplace cultures help individual employees feel valued and respected, and they deliver greater performance and productivity for the organisation.⁹

Workplace culture is something that employees pick up on as soon as they begin interacting with an organisation. It can be noticed in:

- **Language and communication** – the words we use in conversations and in written documents like job advertisements, websites, and policies.
- **Behaviours and actions** – the way team members and leaders treat others, celebrate successes, and deal with challenges.

No matter the size or history of your organisation, you can strategically foster inclusion and accessibility in the workplace culture – through examining organisational values; developing a strong policy environment; using inclusive language; and adopting inclusive leadership.

ORGANISATIONAL VALUES

- **Develop values that are widely understood and practically adopted by your employers – from hiring and training to daily operations and decision-making.**

It is important to have key organisational values that can be easily communicated and demonstrated.

Inclusion and accessibility could be values in themselves, however just adding them to the list of values is not enough – employees need to understand how inclusion and accessibility are integrated and what it looks like in practice. It may be helpful to build an understanding of inclusion and accessibility into your organisational values (existing or newly developed), like in the table on this page.



PRACTICAL TIPS

DEVELOPING ORGANISATIONAL VALUES

- Assemble a group of people from across different levels and areas of your organisation and focus on the question:
What values shape and inform the way we work towards achieving our organisation's mission, vision, and/or strategic goals?
- Once you have brainstormed and refined your list of values, put your values into a table like the one on this page – and get your team to think about how they practically relate to inclusion and accessibility.

Organisational values	How does this relate to inclusion and accessibility?	What does this look like in practice?
Respect	We respect differences	We use inclusive language that shows respect for all members of our team and workplace
Teamwork	We understand that everyone in our team has different ways of working and different needs to do their best work	We support workplace accommodations that make it possible for everyone in our team to work safely, productively and feel included
What other values underpin your organisation? How do these values relate to inclusion and accessibility? What do they look like in practice?		

POLICY ENVIRONMENT

- Show commitment to inclusion and accessibility in your policies.

Your organisation's policies should focus on promoting an inclusive and accessible workplace for all employees – including those that identify as people with disability.

Each organisation's set of policies will be different. The following list gives an idea of the sort of areas that your policies should integrate towards promoting an inclusive and accessible workplace. Note that the policies apply to all employees – the integration of inclusion and accessibility benefits everyone in the workplace.

POLICY FOCUS	POLICY DESCRIPTION	RELEVANT PROCESSES	RESOURCES AND EXAMPLES
Code of conduct	Commitment to a positive and productive workplace – through the clear outline of expected behaviour and ethical standards	Organisational values and principles; expected behaviour; processes for reporting misconduct; consequences of violations; and compliance resources	• Create an inclusive Code of Conduct • An HR guide for creating a code of conduct
Open communication	Commitment to promoting a transparent and inclusive environment where employees feel comfortable sharing information, ideas, and concerns	Framework of inclusive and accessible communication channels; regular check-ins; and different ways that people can share	• Creating accessible and inclusive communications • Ten Tips for Inclusive Communication
Feedback mechanisms	Commitment to ensuring that employees can give feedback without fear of reprisal	Procedures for collecting, processing, and responding to feedback	
Promote diversity	Commitment to celebrate the diversity of the team and the benefits of diverse contributions to the organisation	Encouraging open conversations about inclusion; participating in events that raise awareness about disability; and promoting success stories and achievements	• Tips for creating disability inclusive workspaces • Ten Tips for Inclusive Attitudes
Recruitment and hiring	Commitment to diverse recruitment; bias-free selection; and equal opportunity; and equal pay for equal work	Inclusive and accessible job descriptions and advertisements; recruitment processes; and alternative recruitment methods	• Ten Tips for Inclusive Recruitment
Workplace accommodations or reasonable adjustments	Commitment to supporting reasonable accommodations to enable people to do their best work	Processes to personally consult employees and provide reasonable accommodations (to work hours, tasks, and technology used, for example)	• Creating an Accessible and Inclusive Workplace • Ten Tips for Workplace Adjustments • Ten Tips for Dignified Access • Universal Design in the workplace

POLICY FOCUS	POLICY DESCRIPTION	RELEVANT PROCESSES	RESOURCES AND EXAMPLES
Flexible work	Commitment to allow employees to negotiate their work arrangements to better suit their needs and preferences when possible	Processes to request and assess options for remote work and flexible hours	📄 Creating an Accessible and Inclusive Workplace
Training and development	Commitment to investing in employees' professional growth and skills enhancement – ensuring employees have the necessary skills to meet organisational needs and achieve their career goals	Processes to apply and access training – (options could include training in cultural competency; inclusive language; unconscious bias awareness; and inclusive leadership)	
Preventing sexual exploitation, abuse and harassment	Commitment to preventing sexual exploitation, abuse and harassment in the workplace	Clear reporting channels for instances of sexual exploitation, abuse and harassment – including follow-up procedures. Connection to employee assistance programs or counselling services for those who have experienced sexual exploitation, abuse and harassment.	
Preventing discrimination	Commitment to preventing discrimination in the workplace	Clear reporting channels for instances of discrimination – including follow-up procedures. Connection to employee assistance programs or counselling services for those who have experienced discrimination.	
Accessibility audits	Commitment to ensuring buildings, facilities, and communication products are maintained at a high level of accessibility by people with disability – including employees, customers, contractors, and visitors, as relevant	Process (using a pre-determined criterion) to assess the ease of use by people with a disability Includes inclusive language and accessibility guidelines and audits on websites and other communication products to get insights into performance and user interaction patterns	📄 Web Content Accessibility Guidelines (WCAG) international standard

PROCESS OF GROWTH

SCOPE AND ANALYSIS

- What policies do we currently have?
- Do the policies integrate a consideration of inclusion and accessibility?
- Are the policies relevant to our organisation and context?
- Are the policies being used (regularly, and by all employees)?

BUILD

- What policies and procedures do we need to develop?
- What systems and tools do we need to build?

DEVELOPING POLICIES FOR AN INCLUSIVE AND ACCESSIBLE WORKPLACE

The development of effective organisational policies involves commitment to a comprehensive process.
At each stage, key questions guide enquiry, action, and review.

INSTITUTIONALISE

- Are we consistently operationalising a culture of inclusion and accessibility?
- Are we continuously learning, refining, and improving our systems, policies, and procedures to enhance a culture of inclusion and accessibility?
- Are we seeking feedback from employees (including those that identify as people with disability) on their experiences and identifying areas for improvement.

SOCIALISE

- How do we ensure our employees and teams are aware of the importance of inclusion and accessibility for our organisation?
- How do we ensure widespread understanding of the obligations and responsibilities that this entails?

LEADERSHIP

- ‘Walk the talk’ as a leader by consistently promoting an inclusive and accessible workplace.

It is the duty of leaders in an organisation to ensure that all employees feel included and that their good work is valued for its contribution to the organisation’s success – including employees that identify as people with disability.

Inclusive leaders are familiar with their organisation’s values and how they apply to operations and decision-making. They reinforce these values in their everyday actions, their use of language, and in supporting their teams.

It is not only the responsibility of the company CEO to be an inclusive leader – this type of leadership can and should be encouraged across all roles in and organisations.

KEY RESOURCES

Read more about inclusive leadership capabilities:

 [Diversity Council Australia: Inclusive Leadership \(2017\)](#)

Access a free online course from The Open University:

 [Leadership for inclusion: thinking it through](#)

How an inclusive leader ¹⁰ creates an inclusive workplace	What this looks like in practice
Valuing differences	• Encourages all team members to contribute their ideas and opinions – and sets up different ways of communicating that will make different people feel comfortable to contribute
Seeking out a diversity of ideas	• Applies inclusive recruitment policy and seeks out alternative recruitment methods that may attract diverse candidates
Treating everyone equitably	• Ensuring all employees have fair and just opportunities, resources, and recognition, regardless of their background or characteristics
Dealing with inappropriate behaviour	• Constructively calling out language that excludes people, and actively promoting the use of inclusive language • Addressing misconduct (according to the code of conduct) and applying consequences of violations • Connecting employees to assistance programs and counselling services

INCLUSIVE LANGUAGE

- Use language that is respectful, accurate, and relevant to everyone.¹¹

The language we use when we talk to each other and about each other is important. Spoken and written, language has the power to make people feel included or excluded in the workplace, and in society more generally.

When inclusive language is used in the workplace, it shows all members of the team that they are respected and included. Using inclusive language helps us to avoid making false assumptions about (or stereotyping) people based on their age, cultural background, disability, gender, Indigenous background or sexual orientation and gender identity. It is a way of breaking down unconscious bias.¹²

COMMUNICATING RESPECTFULLY WITH AND ABOUT PEOPLE WITH DISABILITY

There are two main language types that can be used to refer to people with disability:¹³

- Person-first language (people with disability)
- Identity-first language (disabled people)

Each person with disability will have their own preferences for how they identify, and it is important to use the language that they prefer.

KEY RESOURCE

 [Language Guide](#) (2021) by People with Disability Australia (PWDA) to assist all people talking about disability – written by people with disability.

		For example, a person might say:	
Person-first language	Can be preferred by people with disability because it puts the person before their disability.	"I am a person with an intellectual disability". "I am a person who is blind" or "I am a person who is visually impaired"	
Identity-first language	Can be preferred by people with disability because they see their disability as a key part of their identity.	"I am Deaf". "I am autistic".	Many people in the Deaf community do not identify as people with disability but see themselves as a culturally and linguistically distinct group. ¹⁴ Many autistic people do not see autism as a disability but rather as a different way of seeing and interacting with the world. ¹⁵

PRACTICAL TIPS

WHEN REFERRING TO PEOPLE WITH DISABILITY

- **Focus on the person** – only refer to disability when it is relevant to the context.
- **Avoid negative terms** – do not use terms such as "invalid", or "wheelchair bound*"
**Wheelchairs are liberating to a person who cannot walk. Be factual and just say "a person who uses a wheelchair".*
- **Listen** – take note of how the person identifies themselves and follow their lead according to their preference (person-first or identity-first language).
- **Avoid negative descriptions** – do not use expressions such as "suffers from", or "afflicted with".
This language implies that a person with disability is suffering or has a reduced quality of life.
- **Ask** – it is okay to ask someone how they prefer to identify.
- **Avoid disability euphemisms** – do not use terms such as "handicapped", "special", "special needs", or "with different abilities".
This language is condescending and offensive.
- **Use the word disability as an uncountable noun** – for example, person or people with disability (not person with a disability or people with disabilities).
'A disability' is not a specific condition.

ACCESSIBLE COMMUNICATION

- Ensure that messaging and information meets the communication needs of everyone in your workplace – including employees and customers.

Accessible communication is about making it easy for people to access and understand messages or information they need to do their jobs or engage with your organisation¹⁶. It is also about breaking down barriers to communication¹⁷.

Making communication accessible is a key part of creating an inclusive and accessible workplace.

PRACTICAL TIPS

For more on inclusive communication, see the Australian Disability Network's [Ten Tips for Inclusive Communication](#)

To get, consider these 3 interlinked steps:

1. Have an open conversation. Find out what employees and customers need to best receive and send information.	Ask: Communication requirements and experiences are different for everyone – it is okay to ask. Use questions like: <i>'How can we make this information easy for you to access?'</i> <i>'What options work best for you?'</i> <i>'Do you have any support requirements – such as people, tools or technology that would help?'</i> Consider options: Let employees and customers know what communication options are available and what can be done later or on request.
2. Take action to make communication accessible. Take relevant action to make communication accessible to messages and information is communicated.	Act: There are a wide range of things an organisation can do to make communication accessible (👉 see the PRACTICAL TIPS section for some ideas). For example: • Seating arrangements – people who are deaf may need to sit in places where they can better communicate with people (where they can better hear peoples' voices or see peoples' faces when they speak) • Making written communication accessible to screen-reader software (which verbally reads out what is on the computer screen) – this is something people who are blind or with low vision may use
3. Check in and seek feedback. Find out if employees and customers have experienced issues or have concerns to do with accessible communication.	Ask again: Communication requirements can change – it is a good idea to ask some follow up questions. Use questions like: <i>'How have you been finding the communication in the meetings?'</i> <i>'Have you been able to access the information you need?'</i> <i>'What can we do better?'</i> Constant improvement: Let employees and customers know that you are always looking to improve accessibility and are open to their ideas and input.



FROM EMPLOYEES

ACCESSIBLE COMMUNICATION

"Sign language is my first language. I want people to recognise that and learn some basics to communicate."

Clare Guria

PRACTICAL TIPS

Make communication accessible ¹⁸		KEY RESOURCES
Written communications	- Structure your documents – with paragraphs and headings. - Use plain language - Use descriptive links – hyperlinked texts should show where a link leads. - Use tables to display data. - Use accessibility checkers.	Document accessibility checklist - Tips for making documents accessible using: Microsoft Word; and PDFs
In-person meetings and events	- Check the accessibility of the meeting venue – the building, the room, and the facilities that attendees will use. - Check the support services that attendees may require (for example, interpreters, captioning support, and hearing loops). - Set up the room so that people can see each other's faces, eye contact and body language.	Running inclusive meetings
Online meetings and webinars	- Make the agenda and notes accessible – and share documents in advance. - Describe and read out any slides. - Record and transcribe the meeting.	Running inclusive online meetings - Tips for making presentations accessible using Microsoft PowerPoint
Websites	- Build websites with HTML (the best for accessibility) - Make content readable by screen readers - Use visuals (photos and illustrations) that reflect the diversity of the workforce and the inclusive nature of the workplace. - Use alt text for images - Make sure people can tab through your website – keyboard accessibility - Label forms so people using screen readers know where they need to input information.	Web Content Accessibility Guidelines (WCAG) international standard Tips for digital accessibility
Social media	- Capitalise the first letter of each word when using hashtags. For example: #DisabilityActionWeek. <i>By doing this, a screen reader will be able to read the words instead of reading the hashtag letter by letter.</i> - Get a strong colour contrast when putting text on a coloured background. White on black or black on white offers the best contrast. - Include captions on videos. - Use an image description in the text of your post and/or use alt text.	Colour contrast checker

RECRUITMENT

Develop a strategic approach to recruitment that ensures that all candidates have an equal opportunity to participate in the hiring process and be considered for a position.

Every organisation will have a different recruitment strategy – a custom made and comprehensive plan to attract, hire, and onboard people to meet their workforce needs. It is important that our strategies incorporate inclusion and accessibility. This means thinking of practical ways to remove barriers, address bias, and create welcoming and accessible environments for a diverse range of candidates – including candidates with disability.

PRACTICAL TIPS

For more on creating an inclusive recruitment process, see the Australian Disability Network's [Ten Tips for Inclusive Recruitment](#)

TARGETED HIRING STRATEGIES

- Target people with disability in your hiring strategies.

Hiring is not just about filling positions. It is a strategic opportunity for organisations to connect with people and networks (potential employees and customers) and promote their brand and/or mission. The following hiring strategies are examples of ways that you can strategically target people with disability.

PRACTICAL TIPS

HIRING STRATEGIES		KEY RESOURCES
Targeted recruitment – a recruitment campaign that strategically targets people with disability.	Create an inclusive job advertisement for the role – use language that indicates to potential candidates with disability that your organisation is committed to inclusion and accessibility in the workplace and in the recruitment process.	See the Toolkit section: JOB ADVERTISEMENTS
	Partner with disability advocacy and support service organisations in PNG – get help to connect with relevant networks and enhance the visibility of your employment opportunity to people with disability.	See the Toolkit section: CONNECT WITH ORGANISATIONS IN PNG
	Distribute a job advertisement where it can be noticed and easily accessed by people with disability – use communication channels, networks, and methods that people with disability engage with.	See the Toolkit section: ACCESSIBLE COMMUNICATION
Work experience internships – short term roles for people with disability to gain experience in the workplace.	Create an internship role that benefits both the intern and the employer – give interns the chance to make a valuable contribution to the workplace and develop new skills in the process.	See the Toolkit section: JOB CUSTOMISATION AND CO-DESIGNING WORK
	Partner with disability advocacy and support service organisations in PNG – get help to connect with relevant networks and enhance the visibility of your work experience internship opportunity to people with disability.	See the Toolkit section: CONNECT WITH ORGANISATIONS IN PNG
	Develop processes that provide opportunity for successful interns to transition to formal employment roles where possible – create pathways for longer-term employment and engagement with your organisation.	See the Toolkit section: RETENTION



PRACTICAL TIPS

HIRING STRATEGIES	KEY RESOURCES
Employer brand development – a way to attract potential employees and customers with disability to engage with your organisation. Communicate your organisational values – let people know who you are as an organisation so that potential employees and customers can see if they align with your values and culture. Develop an Employee Value Proposition (EVP) that integrates inclusion and accessibility – make a statement that attracts and retains employees by communicating the benefits and rewards an employee in your organisation receives in return for their work, skills, and contributions.	🔗 See the Toolkit section: <u>ORGANISATIONAL VALUES</u>



FROM EMPLOYERS: THE STANLEY HOTEL & SUITES (PORT MORESBY) HIRING STRATEGIES

For its work-experience internships, The Stanley Hotel & Suites recruited with an emphasis on motivation and enthusiasm rather than formal qualifications alone, aiming to reduce barriers often faced by candidates with disability. Each intern was paired with a trusted team leader in a buddy system to provide day-to-day guidance and informal training. This approach was intended to help interns settle in and encourage positive team attitudes, reflecting an intent to use values-based selection and a buddy system to make roles more accessible.

JOB ADVERTISEMENTS

- Create job adverts that are accessible and inclusive.

The language and formats we use to develop job advertisements, and the way we share them, makes a big difference to the type and range of candidates that apply for the employment opportunity. It is important to intentionally integrate considerations of accessibility and inclusion into every job advert – no matter what type of hiring strategy you are adopting for the role.

PRACTICAL TIPS

JOB ADVERTISEMENTS	KEY RESOURCES AND EXAMPLES
• Choose a job title that clearly explains the role	
• Use plain language – avoid jargon, industry-specific or technical terms, and acronyms.	
• Focus on essential skills and job functions – Clearly outline essential skills and tasks (this helps candidates assess their suitability). • Do not list skills or physical abilities that are not essential for the job.	
• Use inclusive language – remember to use terms such as ‘inclusion and accessibility’, instead of specifically referring to disability.	<i>We welcome applications from all individuals.</i>
• State a commitment to diversity – use language that lets potential candidates know that the hiring organisation strives to be an inclusive workplace, and that inclusion and accessibility will be considered in the recruitment process.	<i>Our organisation values diversity and inclusion. We are committed to making our recruitment process accessible to all candidates.</i>
• Offer accommodations in the recruitment process – include a section giving applicants an opportunity to mention any accommodations they may require during the recruitment process and add a contact name (with email and phone number) to create a point of contact (a direct contact is better as people may not feel comfortable disclosing their needs to a general email¹⁹).	<i>If you require any accommodations during the recruitment process, please let us know. You can contact [name, email, phone] to discuss requirements related to accessibility and participation in the recruitment process.</i>
• Highlight inclusive benefits – specifically mention flexible and remote work arrangements; support for working parents; and resources for employees with disability, as relevant to your organisation.	<i>Our organisation supports our employees to make their contributions and achieve their best work – including through the negotiation of flexible work options and use of assistive technologies.</i>
• Let candidates know of any accessibility issues in the workplace – for example, that the building has no elevator.	<i>We wish to advise candidates that the workplace relevant to this role is in a raised building that currently does not have access ramps.</i>
• Make the advertisement accessible – ensure that the websites or platforms hosting the adverts meet accessibility standards and that any related document are also accessible.	 See the Toolkit section: <u>ACCESSIBLE COMMUNICATION</u>
• Offer different ways to apply – some people may prefer to make audio or video submissions, rather than complete written forms.	<i>Please submit a written resume and cover letter addressing the selection criteria. Alternate methods of application can also be considered. Contact us if you are interested in applying using an audio or video submission, for example.</i>

SELECTION CRITERIA AND PROCESSES

- Create selection criteria and processes that are fair, job-related, and inclusive.

Selection criteria and processes can unintentionally exclude qualified candidates with disability when they focus on how work is done rather than what needs to be achieved. For example, requiring “excellent verbal communication” might exclude a talented candidate who communicates effectively through writing or assistive technology. When you focus your selection criteria on the essential functions of the job and use fair evaluation processes, you avoid excluding people who could excel in the role with reasonable accommodations. Clear, job-related criteria help you identify the best candidate based on their ability to do the work, not assumptions about how they should do it.

PRACTICAL TIPS

INCLUSIVE SELECTION CRITERIA	
Developing selection criteria	• Ensure selection criteria are related to the essential functions of the job – do not include skills or physical abilities that are not essential for the job.
Setting up an interview panel	• Include individuals with diverse backgrounds and perspectives on the interview panel – this contributes to the fairness of the evaluation. • Explore training opportunities for your recruitment team – to support them to respectfully and effectively interact with candidates with disability.
Creating a structured interview format	• Use a structured interview format with standardised questions – this helps to reduce unconscious bias. • Develop open-ended questions that emphasise problem-solving skills – this allows candidates to highlight their strengths and demonstrate how they approach challenges.
Evaluating based on criteria and considering reasonable accommodations	• Evaluate the applications based on the ability to perform essential functions – if a candidate meets the qualifications with reasonable accommodations, they should not be disadvantaged.
Keep records of the process	• Document how decisions are made – keep written records at each stage of the recruitment process to demonstrate fairness and compliance.

PRACTICAL TIPS

INCLUSIVE SELECTION CRITERIA

Plan to get feedback

- Make sure there is a way for candidates to give feedback – a short candidate experience survey could help gain insight into the experiences of the candidates.
- Take candidates' feedback on board – make a process for reflecting on feedback and implementing changes that improve the recruitment process.

Example questions for a candidate experience survey:

Overall experience – How satisfied were you with the overall recruitment experience?

Application process – How easy was it to navigate and complete the application?

Communication – How satisfied were you with the communication from us?

Interview experience – How well did the interviewers explain the role and expectations?

Accommodations – How satisfied were you with the accommodations made to support your participation in the interview?

Recommendations – Would you recommend this company to others seeking employment?

Plan to give feedback

- Make basic notes on the candidates – so that you can provide some constructive points (on strengths and areas for improvement) for candidates who request feedback.

🔗 See the Toolkit section: [JOB OFFERS AND FEEDBACK](#)

INTERVIEWING CANDIDATES

- Plan and run interviews that are accessible, respectful, and focused on the job's essential functions.

The interview is often where candidates with disability face the most barriers in the recruitment process. Without planning and accessibility, talented candidates may not be able to fully demonstrate their skills and experience—meaning you could miss out on the best person for the job. When you make interviews accessible, provide reasonable accommodations, and focus on what really matters for the role, you create a fair process where all candidates can show their true capabilities. A well-planned, respectful interview helps you discover each candidate's strengths and potential contributions to your organisation.

PRACTICAL TIPS

	INTERVIEWING CANDIDATES	Key resources, examples, and templates
Setting up the interview	Making initial contact • Check if the candidate's application mentioned a preferred communication method – and use this where possible. • Use a text-based communication method to make the initial contact with the candidate – avoid a cold call (a first-time telephone call that has not been scheduled). • Find out the best way to discuss the candidate's requirements – using email or text-based communication, ask if speaking on the phone is a good way to communicate. • Give some options for when you will communicate – be flexible with the time, where possible.	<i>Dear [candidate's name],</i> <i>We are interested in communicating with you about the job, would it be convenient for us to call you to discuss interview arrangements. If you have a preferred method of communication for this discussion or any requirements, please let us know.</i>
	Discussing accessibility and requirements • Find out what the candidate needs to best participate in the interview – prepare a couple of questions to ask the candidate to give them an opportunity to share their requirements. • Offer virtual interviews – for those that cannot attend in-person. • Offer a range of times for the interview – give the candidate the opportunity to choose a time appropriate for them (they may prefer not to travel during peaks hours, for example).	"Is there anything we can do to help you to access the interview?" "Are there any support requirements you would like to make us aware of?"
Arrangements for the interview	Providing reasonable accommodations • Share interview questions in advance – sharing the questions a couple of days before the interview gives the candidate an opportunity to reflect on their relevant skills and experience. • Allow the candidate to pre-visit the interview venue/ workplace – this can help the candidate to orientate themselves with the building in terms of accessibility and may help them to feel more confident on the day of the interview. • Provide information in accessible formats – including the interview questions, and any other relevant documentation. • Arrange to hold the interview in an accessible room and building – including bathroom facilities. • Allow a supporter to attend the interview – if required by the candidate • Allow a Sign Language interpreter to attend the interview – if required by the candidate • Allow service animals – if required by the candidate. • Allow the candidate time to complete any assessments – avoid timed tests.	

PRACTICAL TIPS

	INTERVIEWING CANDIDATES	Key resources, examples, and templates
At the interview	Creating a welcoming environment • Meet and greet the candidate – provide a friendly welcome to the interview venue. • Provide a brief orientation to the space that will be used – including pointing out features like accessible bathroom facilities, as required. • Provide breaks in the interview, as needed.	
	Using inclusive language • Focus on the candidate and the job – Avoid personal questions and only refer to disability when it is relevant to discussing the job requirements or the candidates' needs for accommodations. • Avoid using negative terms; negative descriptions; and disability euphemisms.	🔗 See the Toolkit section: <u>INCLUSIVE LANGUAGE</u>
	Prioritising clear communication • Hold the interview in a room that is quiet and free from distractions. • Speak directly to the candidate – even if they have a support person or interpreter, address the individual directly. • Use plain language – avoid jargon, industry-specific or technical terms, and acronyms. • Ask one question at a time and wait for an answer. • Make sure you understand the candidate and are understood by them – if you do not understand what the candidate says, it is okay to say so. Ask your question again or ask the question differently. • Give the candidate opportunity to ask questions.	🔗 See the Toolkit section: <u>ACCESSIBLE COMMUNICATION</u>
	Communicating on the telephone and in online calls • Make the call in a quiet place – be aware that background noise can be challenging for some people (avoid placing the call while you are in transit, or in busy shared spaces). • Allow enough time – avoid being (or being perceived to be) in a rush to communicate.	

JOB OFFERS AND FEEDBACK

- **Communicate clearly with all candidates about outcomes and provide constructive feedback when requested.**

How you communicate job offers and provide feedback to candidates says a lot about your organisation's commitment to inclusion and respect. Candidates with disability often face many rejections in their job search, and unclear communication or lack of feedback can leave them uncertain about whether disability played a role in the decision. When you provide clear, timely communication to all candidates and offer constructive feedback that focuses on job-related criteria, you demonstrate fairness and help candidates understand how to strengthen future applications. This respectful approach builds your organisation's reputation and maintains positive relationships with potential future employees or customers.

PRACTICAL TIPS

JOB OFFERS		
Timely and clear communication	• Contact successful candidates promptly – make the job offer as soon as the decision is made • Use accessible communication methods – send the offer in writing (email or letter) and follow up with a phone call if appropriate • Provide complete information – include the job title, start date, salary, benefits, and any next steps clearly in the offer letter • Allow reasonable time for decision – give candidates adequate time to consider the offer and discuss any accommodation needs	"If you require any workplace accommodations, we welcome the opportunity to discuss these with you before your start date."
Discuss accommodations	• Initiate the conversation – let the candidate know you are open to discussing any accommodations they may need to start work successfully • Listen and plan together – work collaboratively to identify and plan for necessary accommodations before the start date	"We want to make sure you have everything you need to succeed in this role. Are there any workplace accommodations or adjustments we should arrange before you start?" "We're committed to creating an accessible workplace. What support or equipment would help you do your best work?" 🔗 See the Toolkit section: <u>PERSONALISED SUPPORT AND ACCOMMODATIONS</u>
Onboarding preparation	• Prepare the workspace – arrange any necessary physical modifications, equipment, or assistive technology (as can be done) before the employee's start date • Inform relevant staff – let the team know about the new employee and tell those who need to know about any accommodation arrangements [with the employee's permission] • Plan for accessible induction – ensure all induction activities and materials are accessible • Assign a contact person – designate someone the new employee can contact with questions before and during their first days	🔗 See the Toolkit section: <u>INDUCTION</u>

PRACTICAL TIPS

JOB OFFERS

- Handle offers with sensitivity
- **Maintain confidentiality** – only discuss disability-related information with people who need to know for accommodation purposes
 - **Be flexible with negotiations** – be open to reasonable requests about start dates, working arrangements, or other aspects of the offer
 - **Provide reassurance** – let the candidate know they will receive ongoing support as they settle into the role

PRACTICAL TIPS

FEEDBACK

- | | | |
|---|--|---|
| <p>Notify all candidates promptly</p> | <ul style="list-style-type: none"> • Inform unsuccessful candidates quickly – let candidates know the outcome as soon as the decision is final • Use respectful language – thank candidates for their time and interest in the organisation • Keep it professional – maintain a positive tone even when delivering disappointing news • Provide clear next steps – let candidates know if they can request feedback and how to do so | <p><i>"Thank you for taking the time to interview for the [position] role. We appreciated learning about your experience and skills. After careful consideration, we have decided to move forward with another candidate whose qualifications more closely matched our current needs. We wish you well in your job search and encourage you to apply for future positions with our organisation."</i></p> <p><i>"If you would like feedback on your application and/or interview, please contact [name] at [email] within two weeks."</i></p> |
| <p>Offer constructive feedback when requested</p> | <ul style="list-style-type: none"> • Prepare specific feedback – keep notes during the recruitment process so you can provide meaningful, job-related feedback • Focus on selection criteria – explain how the candidate's responses related to the specific requirements of the job, not on assumptions about disability • Be honest and kind – provide truthful feedback in a respectful and supportive manner • Highlight strengths – acknowledge what the candidate did well before discussing areas for improvement | <p>Sample feedback structure:</p> <ol style="list-style-type: none"> 1. Thank the candidate for their interest 2. Acknowledge their strengths 3. Explain specific areas where other candidates were stronger 4. Offer constructive suggestions for improvement 5. Encourage future applications |
| <p>Make feedback accessible</p> | <ul style="list-style-type: none"> • Offer multiple feedback formats – provide feedback in writing, over the phone, or in person based on the candidate's preference • Allow time for questions – give candidates opportunity to ask clarifying questions about the feedback • Use plain language – avoid jargon and explain feedback clearly and simply • Follow up if requested – be willing to provide additional clarification if the candidate requests it | <p><i>"I'm happy to provide feedback by email or phone—whichever works best for you. If you'd like to discuss it, I can schedule a call at a time that suits you."</i></p> |

PRACTICAL TIPS

FEEDBACK

Maintain positive relationships

- **Encourage future applications** – let candidates know they are welcome to apply for other suitable roles
- **Provide resources** – share information about upcoming positions or other opportunities that might be available
- **Keep records appropriately** – retain candidate information (with permission) for future opportunities
- **Thank the candidate genuinely** – express your appreciation for their interest in the organisation

"We hope you'll consider applying for future opportunities with our organisation."

"We were impressed by your [specific strength] and would encourage you to apply for similar roles as they become available."

"Thank you again for your interest in joining our team. We wish you success in finding the right role."



INDUCTION

Support new employees to settle in successfully with personalised induction that meets their needs.

The first days and weeks in a new job can set the tone for an employee's experience with your organisation. For employees with disability, a well-planned induction that addresses their specific needs from day one helps them feel welcomed, supported, and ready to contribute. When you take time to understand what each new employee needs to succeed – whether that's accessible training materials, workplace modifications, or clear communication about team dynamics – you help them build confidence and establish themselves as valued team members. A good induction benefits everyone by supporting new employees to thrive in their role.

PERSONALISED SUPPORT AND ACCOMMODATIONS FOR EMPLOYEES

- **Work collaboratively with employees to understand their needs and provide the support that helps them to do their best work.**

Every employee with disability has different support needs, and these needs may change over time as roles evolve or circumstances change. Personalised accommodations are not special treatment – they are adjustments that remove barriers and create a level playing field so employees can perform their job effectively. When you work collaboratively with employees to understand what they need and implement practical solutions, you unlock their full potential and demonstrate that your organisation values their contributions. Many accommodations are low-cost or free, and the benefits – in terms of productivity, retention, and workplace morale – far outweigh any investment required.

PRACTICAL TIPS

PERSONALISED SUPPORT AND ACCOMMODATIONS		KEY RESOURCES AND EXAMPLES
Communicating and understanding needs	• Encourage the safe sharing of disability information • Be clear about what is involved in the job to enable the employee to understand what they might need in terms of support – ensure understanding of what a typical workday might look like • Reassure the employee that asking for accommodations will not negatively impact their employment • Convey to the employee that fully understanding their needs with regards to their job role will be a process of trial and error – adjustments can be made in an ongoing manner. It will be necessary to keep trying together • Focus the conversation(s) on job-related accommodations – don't focus on medical details • It can be helpful to document accommodation plans – this will make it easier to update as needed (for example, as you learn more about what's required, or as the job responsibilities change) • Keep records confidential – limit access to those who need to know	Questions to guide personalised support and accommodations for employees <i>What accommodations have worked well for you in previous roles?</i> <i>Are there any aspects of this role that you think might need accommodations?</i> <i>What arrangements might help you to do your best work?</i> <i>What would be the best way for communicating about supports in the future?</i>

PRACTICAL TIPS

PERSONALISED SUPPORT AND ACCOMMODATIONS	KEY RESOURCES AND EXAMPLES
Assistive technology and equipment • Open a conversation with the employee to assess technology needs for the job role – consider computer hardware, software, phone and communication systems, and general modifications to workplace setup. • Consider implementation of assistive technology requirements in full consultation with the employee • Consider existing options for equipment – i.e. does the employee already have their own equipment that they are comfortable with and can use in the role. • Procure general equipment as required • Setup and activation of built-in software for assistive technology as required • Plan for software updates and/or maintenance of equipment	This is equipment to help a person do their job, not beyond the job – it is about supporting employees to fulfill their job responsibilities by making existing equipment in the office more accessible. Examples may include: screen reading software, voice recognition software, hearing loops for meetings, workstation setups, specialised lighting or monitor configurations.
Flexible and remote work	• Be open to the idea of enabling flexible options for work where there is need Supporting remote work arrangements as needed if the office space is not accessible for the employee, or other considerations. Supporting flexible hours to maximise productivity or to accommodate specific needs of the employee.
Training and skill development	• Work with the employee to ensure onboarding and induction programs and processes are accessible 🔗 See the Toolkit section: PROFESSIONAL DEVELOPMENT <i>Ensure that policies and other relevant onboarding materials are in accessible formats and provided to the employee in advance.</i> <i>Provide for alternatives to written signatures where necessary.</i>
Work area and facilities	• The work area should be comfortable, accessible and tailored for the specific employee to operate in and do their job – consider the totality of the work area in which they will be operating • Work with the employee to co-design their workstation • Provide for a general building orientation over a number of days to ensure employee familiarity and independent mobility 📖 Read more about Universal Design in the workplace (2024) Key considerations: <i>Access to shared social spaces (kitchen, break rooms) and resources (printers, filing cabinets), team members, meeting rooms, and bathrooms.</i> <i>Provide initial assistance with the route from the drop-off area to the employee workstation – ensure that the company entrances are accessible.</i> <i>Installation of handrails and ramps for maximum accessibility – this does not have to be expensive.</i>

PRACTICAL TIPS

PERSONALISED SUPPORT AND ACCOMMODATIONS		KEY RESOURCES AND EXAMPLES
Transport	• Work with the employee to come up with suitable and safe options for transport to and from the workplace – the best option is to be able to access the same transport as their colleagues, though this may not always be possible • Consider what alternative options there might be – discuss with the employee how they move around everyday in order to explore potential solutions. Think creatively. • Provide necessary training to transport drivers – so that they can respectfully respond to the needs of the employee	Key considerations: <i>Is the standard workplace transport accessible and safe for the employee? Are there ways to adapt it?</i> <i>If not, what alternative transport options might there be? Is there a colleague who is willing to assist? Can we utilise the employee's support networks?</i>

PRACTICAL EXAMPLES OF ACCOMMODATIONS

Low cost (or no cost) accommodations • Flexible scheduling • Workspace relocation – moving to an accessible area • Modified break schedules • Email communication • Meeting agendas advance notice • Buddy system • Work from home	Physical workspace accommodations • Installing ramps or handrails at building entrances and within the workplace • Adjusting desk height • Re-arranging workspace layout to create wider pathways • Providing a stool or chair for work that usually entails standing • Anti-glare screens	Assistive technology and equipment <i>Vision support</i> • Screen magnification software • Screen reader software • Hearing support • Written instructions and materials for verbal communications • Email or messaging apps for team communications • Hearing loop systems <i>Mobility support</i> • Voice recognition software for hands free computer operations • Adjustable height desks • Reaching tools or grabbers
Work schedule and transport accommodations • Flexible hours • Modified break schedules • Working from home or flexible locations to reduce transport barriers • Company transport assistance	Communication accommodations • Providing materials in accessible formats • Recording meetings for later review • Advance preparation for meetings • Phone, video, or written participation in meetings • Use of sign language interpreters when needed • Use of visual aids or written notes during presentations	Policy and procedure accommodations • Modified attendance policies that account for disability-related absences • Modified performance evaluation criteria focused on outcomes • Accessible professional development opportunities

JOB CUSTOMISATION AND CO-DESIGNING WORK

- Create roles that match individual strengths while meeting your organisation's needs.

Job customisation means tailoring a role to fit the unique skills and capabilities of a particular person, rather than expecting everyone to fit into a standard job description. This approach can be especially valuable for employees with disability, as it allows you to design work around what someone does well while still achieving the outcomes your organisation needs. When you co-design a job with an employee – working together to identify tasks they can excel at and finding creative solutions for any challenges – you create a win-win situation where the employee feels valued and productive, and your organisation benefits from their full contribution. Job customisation requires open communication and trust, but it can unlock potential you might otherwise miss and create ways of working that are better for everyone involved.

PRACTICAL TIPS

JOB CUSTOMISATION AND CO-DESIGNING WORK		KEY RESOURCES AND EXAMPLES
Communicating and understanding needs – of the employee and the employer	• Encourage an open and ongoing conversation to understand the needs of both the employee and employer	📖 Read more about Customising a job for a person with disability (Australian Human Rights Commission)
Understanding how tasks can be done differently	• Identify alternative pathways to complete the same job tasks • Break down tasks to find flexible approaches • Explore assistive technology that enables task completion • Consider timing and scheduling flexibility for the same outputs	📖 See the Toolkit section: PERSONALISED SUPPORT AND ACCOMMODATIONS
Take a collaborative approach with the employee to explore new methods for completing tasks	• Treat the employee as the expert on how they work best • Encourage innovative approaches to achieving the same results • Focus on outcomes rather than specific methods • Maintain the same job role and responsibilities • Understand that an adjustment period may be needed for new approaches and work processes	
Implementation strategies	• Trial different methods to find out what works best • Share successful methods with other employees who might benefit • Regular review and refinement of customised methods	
Focus on same job, different approach	• Same job title, same responsibilities, same outcomes – but perhaps different tools, timing, techniques to complete the task • Maintain all essential functions of the role – be sure to enable full participation in the existing position	

PROMOTING POSITIVE RELATIONSHIPS AND TEAM BUILDING

- **Build an inclusive team culture that values respect, support, and connection.**

Strong workplace relationships are the foundation of successful teams, but employees with disability can sometimes face isolation or exclusion – whether intentional or unintentional – from workplace social networks and team activities. When team members don't understand disability or feel uncomfortable interacting with colleagues with disability, it creates barriers to collaboration and belonging. Management play a crucial role in creating a team environment where everyone is included, valued, and able to build genuine working relationships. This means setting clear expectations about inclusive behavior, addressing any exclusionary practices, and actively fostering connections between all team members. When employees with disability feel truly part of the team, everyone benefits from stronger collaboration, better communication, and improved team performance.

PRACTICAL TIPS

PROMOTING POSITIVE RELATIONSHIPS AND TEAM BUILDING		KEY RESOURCES AND EXAMPLES
Induction program and buddy system	• Offer an induction program – assist new employees to form relationships, build networks and transition successfully to the organisation. • Develop a buddy system – pair new employees with experienced colleagues who work in the same general area	
Staff training in inclusion and accessibility	• Provide a formal training module (for all staff) covering key areas – the prevalence of disability in PNG, Human Rights obligations under the new PNG Disability Act and International Human Rights Law, and examples of inclusive practices (respectful communication and use of inclusive language) • Invite an employee with disability to speak into the training – for example, to share their experience as someone with disability. This should be voluntary. • Use the training to socialise ways of communicating and ways of working to enable inclusion in the workplace	<i>PNG ADP can be consulted for design and delivery of such training programs, though they can also be done internally.</i>
Build an inclusive team culture	• Celebrate disability awareness as a workplace • Ensure all team meetings, activities, and documentation is accessible • Use multiple communication methods to share information	<i>Awareness raising is an ongoing activity, but some potential days to highlight include: Hearing Awareness Week, Autism Month, World Sight day, International Day of Persons with Disability</i> <i>Ensure all notices to employees are in a digital format also (email/text); send meeting agendas out prior; if people are expected to attend a meeting in person, be sure the room is accessible</i> <i>Provide adequate time to enable preparation of alternative communication methods if needed (i.e. a sign language interpreter)</i>



MANAGEMENT

Lead your team in creating an inclusive workplace where all employees – including those with disability-- can thrive and advance.

Once employees with disability are successfully recruited and inducted, the ongoing management practices you use will determine whether they stay, grow, and contribute their full potential to your organisation. Good management for employees with disability is fundamentally about good management for all employees – clear communication, fair treatment, recognition of contributions, and support for career development. However, managers also play a specific role in ensuring that accommodations continue to work effectively, workplace barriers are addressed promptly, and employees with disability have equal opportunities for professional growth and advancement. The way you lead your team sets the tone for workplace inclusion. When you demonstrate through your actions that you value diverse contributions and expect respectful, inclusive behavior from everyone, you create an environment where all employees – including those with disability – can do their best work and build successful careers.

RETENTION

- **Keep valued employees by creating an environment where they want to stay and grow.**

Retaining employees with disability requires the same fundamentals as retaining any employee – recognition, fair treatment, career development opportunities, and a positive workplace culture. However, employees with disability may face additional challenges that can lead them to leave, such as accommodations that stop working over time, lack of career advancement opportunities, or workplace cultures where they don't feel fully included. When you lose an employee with disability, you lose their skills, experience, and the investment you made in recruiting and training them – and you signal to other potential employees that your workplace may not support people with disability long-term. Strong retention practices mean staying connected with employees through regular communication, addressing issues before they become reasons to leave, ensuring accommodations evolve with changing roles, and actively supporting career progression. When employees with disability see a future for themselves in your organisation, they stay, contribute, and become your strongest advocates.

PRACTICAL TIPS

RETENTION	KEY RESOURCES AND EXAMPLES
Corporate policies and practices • Ensure disability inclusion is integrated across the vision, policies, and culture of the company – this should include formal policies and procedures as well as the unwritten practices of the company. Importantly, this is beneficial for everyone. • Ensure internal corporate systems and strategies take account of the Disability Services Bill 2025. • Continuously work to improve the work environment so it is inclusive for persons with disabilities – this includes working on attitudes, accessibility, and accommodation.	🔗 See the Toolkit section: <u>WORKPLACE CULTURE</u> <i>Unwritten practices might include the way meetings are run, use of inclusive language in corporate communications, employee behaviours and attitudes, and the work environment (does the physical environment meet standards of universal design?)</i> <i>It is also important to ensure that all employees are given ample opportunity to increase their disability awareness and competence through trainings and other workplace activities.</i>
Regular check-ins and communication • Engage the employee regularly and listen actively – open ended questions are best to find out about their experience and what they might need to further succeed • Follow through on commitments – do your best to act on commitments within the agreed time	🔗 See the Toolkit section: <u>INCLUSIVE COMMUNICATION</u> <i>Are your current accommodations still working for you?</i> <i>Are there any barriers that we hadn't considered before?</i>
Ongoing accommodations • Regularly review accommodation effectiveness – schedule periodic check-ins to assess whether current accommodations are adequate or could be made more effective. • If something is not working as well as you wished, work collaboratively to adapt and continuously learn. Don't give up.	🔗 See the Toolkit section: <u>PERSONALISED SUPPORT AND ACCOMMODATIONS</u> <i>Has the context in which the employee was used to working changed?</i>
Recognition and career progression within the company • Ensure pay equity systematically – employees with disability must receive equal compensation for equal work and have access to performance-based increases. • Ensure equal opportunity for career advancement – this means ensuring access to professional development and promotion in line with all staff. • Provide opportunities for stretch assignments – provide challenging project opportunities to allow employees with disability to demonstrate capabilities and develop new skills. • Address unconscious bias within promotion decisions – train decision makers to recognise and mitigate biases that might affect advancement opportunities for employees with disability. • Work to identify systematic barriers to career advancement for employees with disability – this could mean developing the mechanisms to track career progression and retention of employees with disability.	🔗 See the Toolkit section: <u>PROFESSIONAL DEVELOPMENT</u>

SUPPORT FOR RETURN TO WORK

- Help employees return to work successfully after illness, injury, or medical treatment.

Any employee can experience illness, injury, or health conditions that require time away from work and support to return. For employees with disability, return to work may involve managing existing conditions alongside new health challenges, or adjusting to changes in their disability or health status. A supportive return to work process—with clear communication, flexible arrangements, and appropriate accommodations—helps employees transition back successfully while maintaining their health and wellbeing. When you work collaboratively with returning employees to understand what they need and create a gradual, supported return plan, you demonstrate that your organisation values them and wants them to succeed long-term. Employees who receive good support during return to work are more likely to stay with your organisation, maintain their productivity, and feel confident that they can manage their health while contributing meaningfully to their role.

PRACTICAL TIPS

SUPPORT FOR RETURN TO WORK		KEY RESOURCES AND EXAMPLES
Maintain communication during absence	• Stay in touch regularly with the employee while they are away from work • Maintain confidentiality – only discuss health information that the employee is comfortable sharing and that is necessary for planning their return	<i>The goal is to enable the employee to feel included and supported. At the same time, it is important to avoid pressuring for health details or creating stress about returning quickly.</i>
Plan return to work collaboratively	• Plan for return to work – begin discussions about return to work before the expected return date, so that you can prepare • Work together – involve the employee fully so that the return plan is realistic, and meets the needs of both the employer and the workplace	
Implement a graduated return to work where appropriate	• Start with reduced hours – consider starting with reduced hours and flexible arrangements if necessary, and ramp up over time as appropriate • Be flexible – the goal should be a gradual return to full productivity in their role but this might require patience and adaptability. It may also require trial and error as together you find new ways to achieve the same outcomes. • Adapt to the situation – there may be a need to adapt or alter assigned tasks or responsibilities to prevent medical issues from occurring or to maintain safety for the employee and co-workers. Be open to finding new ways for the employee to remain productive, though perhaps with different responsibilities.	

KEY LESSON

Acquisition of a disability should not automatically lead to termination of employment, even if the disability prevents productivity in the position undertaken prior to the disability. Employers need to implement alternatives in line with the employees expertise and realistic achievement, taking the disability and its limitations into account but in a positive way; looking at the positive ramifications for job alteration rather than it being an accommodation issue or a burden on the organisation.

PRACTICAL TIPS

SUPPORT FOR RETURN TO WORK		KEY RESOURCES AND EXAMPLES
Provide necessary accommodations	• Communicate with the employee to understand needs – convey a willingness to work together to support successful return to work • Implement accommodations promptly • Monitor effectiveness of accommodations and check-in regularly to discuss ways to improve	🔗 See the Toolkit section: <u>PERSONALISED SUPPORT AND ACCOMMODATIONS</u>
Address any performance issues collaboratively and sensitively	• Distinguish between adjustment and performance – be understanding of the fact that their might be an adjustment period, and initial lower productivity on return is normal • Focus on support first – ensure that the employee has adequate accommodations and support, before regarding something as a performance issue • Work with the employee – consider if performance expectations and/or timeframes need to be adjusted during return to work	🔗 See the Toolkit section: <u>PERFORMANCE MANAGEMENT</u>

PROFESSIONAL DEVELOPMENT

- Provide equal opportunities for learning and growth that support career advancement.

Professional development is essential for helping employees build new skills, stay current in their field, and prepare for career advancement. Employees with disability often miss out on training and development opportunities—not because they lack ability or ambition, but because programs are not accessible or managers assume they are not interested in advancing. When you ensure that all training programs are accessible, actively encourage employees with disability to participate in development opportunities, and support their career goals, you help them grow their capabilities and prepare for greater responsibilities. Professional development is an investment in your employees' future and your organisation's success. When employees with disability can access the same learning and advancement opportunities as their colleagues, they bring new skills and perspectives that strengthen your entire team.

PRACTICAL TIPS

PROFESSIONAL DEVELOPMENT		KEY RESOURCES AND EXAMPLES
Discuss career development goals with employees	• Make development part of regular conversations – find out from the employee what kind of skills they would like to develop and what type of work excites them the most • Listen without assumptions – don't assume what employees with disability want or can achieve based on their disability status	
Ensure training and other professional development programs are accessible	• Check accessibility before enrolling – confirm that training venues, materials, and delivery methods are accessible for employees with disability • Provide materials in advance – give training materials ahead of time so employees can review and prepare • Offer multiple learning formats as necessary – provide training through various methods (in-person, online, written materials, videos with captions) • Arrange necessary accommodations – organise interpreters, assistive technology, modified schedules, or other supports to enable participation	<i>Key considerations for training accessibility:</i> 1. Venue has accessible entry and facilities 2. Materials are available in accessible formats 3. Trainer is aware of any accommodation needs 4. Breaks are scheduled appropriately 5. Transport arrangements are considered 6. Alternative assessment methods are available as needed 🔗 See the Toolkit section: <u>ACCESSIBLE COMMUNICATION</u>
Provide diverse career development opportunities	• Offer varied learning methods for professional development as possible – this could include formal training, on-the-job learning, job shadowing, and project assignments • Create stretch assignments – give employees opportunities to work on challenging projects that build new skills	Examples of development opportunities could include: Leading a project or initiative, representing the organisation at events, joining committees, job rotations, and online courses and other formal trainings.

PRACTICAL TIPS

PROFESSIONAL DEVELOPMENT	KEY RESOURCES AND EXAMPLES
Support career advancement actively • Advocate for promotion – sponsor employees for advancement opportunities when they demonstrate capability • Support preparation for advancement – help employees develop skills needed for target roles through specific assignments and experiences • Make promotion opportunities visible – ensure employees know about promotion opportunities and encourage applications • Address bias in promotion decisions – ensure advancement decisions focus on capability and performance, not assumptions about disability	<i>Ways to support career advancement:</i> • Discuss promotion pathways clearly • Provide honest feedback on readiness • Help prepare for interviews or assessments • Ensure process is inclusive and doesn't disadvantage employees with disability • Connect employees with decision makers • Recommend capable employees for opportunities • Address an accommodation needs for new roles See the Toolkit section: RETENTION

PERFORMANCE MANAGEMENT

- Evaluate performance fairly by focusing on results and supporting employees to succeed.

Performance management is about helping employees understand expectations, achieve their goals, and develop their capabilities over time. For employees with disability, fair performance management means evaluating them on their ability to achieve job outcomes – not on how they achieve them or assumptions about what they can do. When performance evaluations focus on results rather than methods, account for any agreed accommodations, and provide regular feedback and support, employees with disability have the same opportunity as anyone else to demonstrate their value and improve their performance. Good performance management also means addressing any performance issues promptly and working collaboratively to identify whether additional accommodations, training, or support could help. When employees with disability receive fair evaluations and genuine support to succeed, they can reach their full potential and advance in their careers.

PRACTICAL TIPS

PERFORMANCE MANAGEMENT	KEY RESOURCES AND EXAMPLES
Focus on outcomes not methods • Measure what matters – focus on results and not how they were achieved • Allow for different working styles and methods to achieve the same goals • Value quality over conformity – appreciate innovation and problem solving over adherence to standard processes	

PRACTICAL TIPS

PERFORMANCE MANAGEMENT	KEY RESOURCES AND EXAMPLES
Performance planning with the employee • Collaborative goal-setting – Work with the employee to establish realistic and meaningful objectives in line with the expectations of the role • Build any necessary workplace accommodations into performance expectations from the start • Strengths-based planning – identify and leverage the employee's unique strengths and capabilities • Communicate expectations clearly – ensure all performance criteria are clearly understood	Goals should be SMART (specific, measurable, achievable, relevant, and time-bound)
Ongoing support and communication • Provide frequent feedback – it is better to provide regular and constructive feedback rather than waiting for formal reviews. • Two-way Dialogue – Encourage the employee to share their experiences and needs • Review accommodations – assess whether current accommodations are working effectively or could be improved upon • Professional Development – take the time to discuss career aspirations and professional development opportunities	Offer feedback in formats based on preferences. Make sure to allow sufficient time for discussions and processing information.
Equitable performance evaluation • Use objective criteria – use measurable, job relevant indicators • Ensure multiple perspectives – gather input from various sources (peers, clients, direct reports) • Record achievements, challenges, and support provided throughout the review period • Standardized process – apply evaluation methods consistently for all employees	These guidelines will help to ensure a bias-free assessment. Some further key considerations: <i>Don't lower expectations – maintain high standards while providing the appropriate support</i> <i>Avoid assumptions – base evaluations on actual performance, not perceptions about disability</i> <i>Focus on ability – highlight what the employee has achieved</i> <i>Identify barriers – identify and remove systemic barriers that may affect employee performance</i>
Dealing with performance issues • Work with the employee to determine if performance issues are related to inadequate accommodations, training gaps, or other factors • Collaborative problem solving – work with the employee to identify solutions • Review accommodations – assess whether current supports are sufficient • Workplace barriers – investigate whether there are any workplace barriers that are contributing to the performance issues • Create improvement plan jointly with the employee – set realistic timelines and ensure any identified accommodations are implemented	

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