

All In.
Human.
Courageous.
Brilliant.

**NDIA Inclusion
and Diversity**



NDIA Disability Inclusion Plan 2022-25

ndis

Acknowledgement of Country

The National Disability Insurance Agency (NDIA) acknowledges the Traditional Custodians of Country throughout Australia, and their continuing connection to land, sea, and community. We pay our respects to them and their cultures, and to Elders past, present, and emerging.

Living the values

The Agency affirms its commitment to being an inclusive workplace through its values:

- We value people
- We grow together
- We aim higher
- We take care

To make the difference to the lives of our participants of the Scheme, our staff must live the values, and feel connected to the workplace by being supported and included to do their work. Our staff are also bound by the broader Australian Public Service (APS) values of being impartial, committed to service, accountable, respectful, and ethical.

Acknowledgements

The Agency would like to acknowledge the assistance and input of the many contributors to the creation of this document. These contributors include, Donna Purcell our Senior Executive Staff (SES) Disability Champion, Agency staff, the Australian Network on Disability, and the Employee Disability Network (EDN).

Contact us

The Agency welcomes feedback on our Disability Inclusion Plan. For more information about the development of this publication, or to request an alternative format, contact us through cultureandinclusion@ndis.gov.au.

The logo for the National Disability Insurance Agency (NDIA) is displayed in white lowercase letters on a dark purple background. The letters 'n', 'd', and 's' are connected, and the letter 'i' has a small green dot above it.

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NDIA Disability Inclusion Plan 2022-25

Contents

Message from SES Disability Champion	4
Plan background	6
Strategic alignment	8
Our Agency's commitment	9
Diversity snapshot	10
Consultation overview	12
The Agency's achievements	14
Agency focus for disability inclusion	17
Accessibility	18
Employment and career development	20
Inclusive culture	22
Reporting	24
Glossary of terms	28
Appendices	31

Message from SES Disability Champion



Donna Purcell
SES Disability Champion
and Participant Advocate

As the Agency's SES Disability Champion, and an employee with lived experience of disability, I am delighted to launch the Agency's Disability Inclusion Plan (DIP) 2022-2025.

Since the launch of the Agency's first Disability Strategy, the Agency has worked hard to create an accessible and inclusive workplace that attracts and retains staff with disability.

Our leadership team acknowledges that we still have opportunities to improve our workplace accessibility and to build an equitable and inclusive place to work for everyone and this new Plan will help us do that.

Developed with input from many of our staff with disability, this Plan gives us a clear roadmap to follow.

The DIP 2022-2025 was developed in consultation with key stakeholders including the Employee Disability Network (EDN), Executive Leadership Team (ELT), and with staff from each business area. This new DIP has been carefully developed to focus on the areas where we know we need to improve and provide a better experience for our staff.

This includes:

- Accessibility – ensuring that our workplace, systems, and products are accessible.
- Employment and career development – as an employer of choice, attracting, retaining, and developing staff.
- Inclusive culture – leading the way by establishing industry leading initiatives and inclusive practices.

Using the above themes our new Plan clearly defines our goals, our priorities, and the outcomes we are committed to achieve.

Our Agency is committed to being an employer of choice by attracting, engaging, and retaining staff with disability. We aspire to be a leading Agency in the Australian Public Service (APS) employing staff with disability and building a disability confident workplace.

We are committed to continually learning and growing to build a more inclusive workplace culture where all staff feel valued and respected.



‘I think the word “disability” is a bit unfortunate because it highlights differences/ difficulties that we might have, rather than highlighting our abilities.’

Michelle Owens
Planner, Mount Gravatt, QLD

Plan background

The Agency is committed to being a leader and employer of choice for people with disability. The Agency's Inclusion and Diversity Framework outlines the Agency's ongoing commitment to creating an inclusive workplace for all staff. One of the actions of the Inclusion and Diversity Framework is the development of successive Disability Inclusion Plans.

The Disability Inclusion Plan (2022-2025) aims to establish the Agency as an employer of choice through industry leading inclusion and diversity practices co-designed with our staff.

Through consultation workshops, specific actions have been co-designed to be delivered over the next three years. These actions will ensure the Agency is providing an accessible workplace, career development opportunities, embedding an inclusive culture, and continuing to develop innovative solutions to support staff.

Throughout the design and development of this Plan, staff shared their lived experience in the workplace. The Agency recognises the outcomes that have been achieved in previous years and acknowledges opportunities for improvement.

The Agency is committed to delivering the actions in this Plan and continuing to engage with staff to ensure the Agency is an industry leader in disability and inclusion.

Our focus areas

We all have a shared responsibility to build, but also to maintain an inclusive workplace culture. The Disability Inclusion Plan centres on 3 focus areas to achieve outcomes that will bring about positive change and drive inclusive practices. Each focus area contains a range of actions that seek to enhance the Agency's current inclusive practices and behaviours. The three focus areas are:



Accessibility – fostering an accessible workplace targeting Information and Communication Technology (ICT) systems, assistive technology, accessibility testing and workplace adjustments.



Employment and career development – attracting, engaging, and retaining staff with disability through mentoring and best practice recruitment initiatives.



Inclusive culture – delivering training to support staff, upskilling line managers and raising awareness to embed an inclusive workplace culture.

‘As a hard of hearing employee, NDIA makes me feel I’m part of a greater cause towards creating a better society for Disability Inclusion.’

Cole Ha
Internal Review Officer,
Surry Hills, NSW



Strategic alignment

In 2018, the Agency launched the NDIA Disability Strategy and Action Plan 2018-20 outlining how the Agency will support staff with a disability. This plan focused on improving employment opportunities, investing in capability development, increasing representation in senior leadership positions, and fostering an inclusive workplace.

The Agency's Disability Inclusion Plan (2022-2025) has been created based on recommendations from key stakeholders, reflections, and lessons learnt from the NDIA Disability Strategy and Action Plan 2018-20. The DIP outlines actions the Agency will deliver to ensure that our staff with disability are supported and empowered in the workplace.

The Plan aligns with the Agency's governance policies and programs including the [Corporate Plan](#), [People Strategy](#), [Inclusion and Diversity Framework](#) and external Disability Employment Pathway strategies including [Australia's Disability Strategy 2021-2031 \(external\)](#) and [APS Disability Employment Strategy 2020-2025 \(external\)](#). These policies influence how the Agency operates, interacts with participants, and importantly shapes a desirable workplace, where staff feel valued.

Agency inclusion and diversity principles

The following principles are the fundamental aspirations of the Agency to becoming an inclusive workplace that celebrates diversity.

- 1 We are an employer of choice for workplace inclusion and diversity.** Support solutions that overcome barriers in the workplace and be visible in our community as an employer who values our people.
- 2 Our workplace systems, structure and processes accommodate and celebrate diversity.** Encourage diverse representation in policy making, program management and decision-making forums.
- 3 We foster a workforce that is fully informed about and committed to inclusion and diversity.** Diversity and inclusion practices are integrated into Agency activities, to be part of our Agency DNA.
- 4 We maintain a balanced working environment and ensure the wellbeing of our people.** Support a healthy workforce, offering a range of initiatives supporting health and wellbeing.

Our Agency commitment

We commit to fostering an inclusive and supportive workplace, where we celebrate and embrace the individual diversity of our staff with disability.

We will work together to achieve your career goals and aspirations in a positive, inclusive, and accessible workplace.



While the inclusion and diversity principles remain the fundamental aspiration across all diversity groups, it is important to clearly outline the Agency's commitment to our staff with disability.

The Agency wants to build a better NDIS with the right people, skills, and systems. We recognise and value the expertise that our staff with disability bring to the Agency and the broader community.

We have an opportunity to influence, collaborate and share best practice ideas to empower people with disability beyond the Agency. We acknowledge that disability inclusion is everyone's responsibility.

Diversity snapshot

We have a responsibility to create a workforce that represents and best serves the Australian community.

The Agency's Corporate Plan, and this Disability Inclusion Plan, set an objective to increase representation in our workforce of people with disability beyond 17% (12% SES). This is higher than the Australian Public Sector (APS) target (7%) and strives to empower the Agency to positively influence the environment and culture of the APS. The Agency will offer a workplace where inclusion underpins how we operate so that interactions with staff and participants are meaningful for all. Beyond meeting targets, our long-term aspiration is to lead the APS in employing staff with disability at all levels.

Did you know, in Australia there are approximately:

4.4 million individuals with a disability.

83% of people with no reported disability were in the workforce.

53% of people with disability were in the workforce.

45% of people experience a mental health condition (16-85yrs).

76.8% of people with disability reported a physical disorder as their main condition.

1 in 6 people are affected by hearing loss.

357,000 people are blind or have low vision.

17.1% of people with disability use mobility aids.

25% of people with a profound or severe limitation were in the workforce.*

Did you know, in the Agency there are approximately:

17% of people identify as having a disability.
2021 APS Census

12% of SES staff identify as having a disability.
2021 APS Census

260 current members in the Employee Disability Network (EDN). July 2022



‘Working for the NDIA has given me the opportunity to share my lived experience with others, challenging stereotypes and shaping the ways others view disability. My disability does not define me, but it is part of my identity.’

Peta Turner, Senior Escalations Officer, Blacktown, NSW

Consultation overview

Prior to consultation for the Disability Inclusion Plan 2022-2025, the Agency conducted a deep dive into internal and external disability inclusion reporting.

These reports authored by Government and non-Government organisations consulted with people with disability to identify systemic and operational barriers. Findings from our deep dive captured these barriers and helped the Agency to prepare for consultation.

Internal Reports

- [Corporate Plan](#)
- [People Strategy](#)
- [Inclusion and Diversity Framework](#)
- [Disability Strategy and Action Plan 2018-20](#)
- [Employees with Disability Our Commitment to you](#)
- [HR Graduate 2021 Project: The APS Diversity Commitment](#)
- [NDIA Graduate Project 2021: Increasing Representation of Leaders with Disability](#)
- [Attract Support Retain: Policy for the employment of people with disabilities 2015](#)

External Reports

- [Australian Disability Strategy 2021-2031 \(external\)](#)
- [Australian Public Service Disability Employment Strategy 2020-2025 \(external\)](#)
- [APS Employee Census 2021 \(external\)](#)
- [APSC State of the Service Report 2020-2021\(external\)](#)
- [National Disability Insurance Agency Access and Inclusion Index Evaluation and Benchmark Report \(Australian Network on Disability\) 2021](#)
- [APSC Diversity and Inclusion Health Check 2021](#)

Co-design workshops

The Agency consulted with a variety of internal and external stakeholders in order to obtain thoughts, ideas, and opinions to inform the content of this inclusion plan. The consultation process involved 16 workshops co-designing solutions for specific inclusion challenges. The workshops were attended by EDN members, our SES Disability Champion, Australian Network on Disability, and representatives from business areas across the Agency. These Agency representatives were nominated by our SES.

During consultation, the Agency heard that the key concerns expressed by our staff with disability centred on a lack of understanding about accessibility. Consultation also revealed concerns about line managers knowledge of assistive technology, ICT systems and workplace adjustments.

From Workshop 1 (ICT System Accessibility):



'We need the right colour contrast, font controls and we need the browser to accept new assistive technology...'

Our staff with disability also shared their career development and employment experiences, with concerns raised about progression within some areas of the Agency. New starters also provided insights into their applicant experience and identified opportunities for improvement, as well as the need to provide better support for our labour hire workers.



'There should be a disability specific mentoring program for the Agency. The challenge is that there are not enough leaders with disability to lead the mentoring discussion...'

The language we use is a powerful tool for building inclusion at work. We heard from staff about day-to-day challenges, including finding time to participate in the EDN, lack of awareness around the EDN's function and assumptions made by colleagues regarding disability.



'If staff feel supported and valued by the Agency they will remain and thrive in the Agency...'

This Disability Inclusion Plan provides an opportunity to educate and reframe perceptions of all disabilities.

The Agency's achievements

Since the launch of the Disability Strategy and Implementation Plan 2018-20, the Agency has strived to create an accessible and inclusive workplace that attracts and retains staff with disability.

Key achievements:

- Recognised as the Top Performer in the 2021 Australian Network on Disability (AND) Access and Inclusion Index.
- AND Disability Confident Recruiter accreditation and providing unconscious bias training to panel members.
- Our offices are accessible, and we aim to exceed the National Construction Code and *Disability Discrimination Act 1992* requirements. For example, paths of travel for increased wheelchair accessibility, automation in access controls for doors, and colour transitions from walls to floors.
- A dedicated ICT Accessibility Support Team, which provides onsite and remote support to staff.
- We are building our new Customer Relationship Management (CRM) system to meet accessibility requirements, and, in the meantime, our ICT team continue to respond to feedback to make improvements to our current system.
- Resources and training packages available to support managers and all Agency staff to drive more inclusive behaviours.
- National EDN launched on 3 December 2018.

- Embedding Disability Liaison Officers (DLOs) as part of Workplace Supports team.
- Central funding of workplace adjustments and guidelines for accessible parking.
- Introduction of Accessibility Hub, Plain English, and Accessibility Working Group.

As always, we seek to improve upon and continue building an inclusive and diverse workplace. The insights and knowledge that come from people with lived experience contributes to the design of Scheme improvements.

While we continue to improve the Scheme for participants, we are also focusing on improving the Agency for its staff – to make your experience better – so you are best placed to support participants.



‘I hope to see that the Disability Inclusion Plan 2022-2025 will further enhance our ability to embed a paradigm which embraces diversity and inclusion to shape a world leading National Disability Insurance Scheme.’

Jackson Ross
Assistant Director, Partner
Performance, Robina, QLD

**‘By being positive, you will
inspire people and they will
inspire other people too.’**

Gerard Mugavin
National Reassessment Officer, Geelong, VIC



Agency focus for disability inclusion

We all have a responsibility to build and maintain an inclusive workplace culture. It is a shared responsibility for us all. The 3 overarching focus areas and actions in this Inclusion Plan aim to establish the Agency as a leader in disability inclusion.

We are committed to empowering our staff with disability, fostering a culture of innovation, and delivering positive outcomes for staff. Together we can support each other and role model inclusive practices and behaviours.



Focus Area 1
Accessibility



Focus Area 2
Employment and career development



Focus Area 3
Inclusive culture



Disability Inclusion Plan Focus Area 1

Accessibility

Throughout consultation, our staff with disability, EDN members and staff across the Agency identified accessibility and usability as a key focus area. Our goal is to improve the accessibility experience for our staff through co-designed programs and actions.

Our staff with disability shared their lived experience and observations of accessibility within the Agency. Through co-design workshops the need to increase awareness and establish clear processes and channels to support staff was identified.

It is recognised that program knowledge and key practices, including workplace adjustments and accessible documentation, remains an area of improvement for most staff and their line managers. Consultation findings also highlighted an opportunity to design and launch an accessibility champion network to help maintain best practice into the future.

To ensure our ICT systems are accessible a co-designed approach to improving standards and testing for new and existing systems was recommended. The Agency is striving to broaden the range of assistive technology available and establish an advisory group to improve assistive technology experiences for staff. The Agency is investing in the capability of its staff, as well as the systems that staff use every day to help support our participants.



Focus



Actions and timelines



Outcome

1. NDIA accessibility roadmap 2022-2025

A guide for staff and line managers to better understand accessibility, available resources, and the initiatives that will be delivered.

- 1.1 Draft and release position statement (Q2, 2022-23)
- 1.2 Complete a training needs analysis (Q1, 2023-24)
- 1.3 Develop and launch an awareness campaign (Q3, 2023-24)
- 1.4 Upgrade the NDIA Accessibility Hub (Q1, 2022-23)
- 1.5 Establish a support process for staff (Q4, 2023-24)
- 1.6 Launch an Accessibility Champion Network (Q4, 2024-25)

Accessibility is at the forefront of how we interact with one another and complete our daily tasks. Resources and support are readily available to uplift capability.



Focus



Actions and timelines



Outcome

2. Digital engagement panel

A centralised process for engaging staff in design, development, usability, and accessibility testing.

- 2.1 Establish digital engagement panel (Q1, 2023-24)
- 2.2 Review and evaluate the digital engagement panel (Q2, 2024-25)

Improved accessibility and usability standards for new and existing assets.

3. ICT system accessibility blueprint 2022-2025

A guide to better understand accessibility standards, assessments, and the end-to-end process for managing new and existing ICT systems.

- 3.1 Establish NDIA accessibility standards (Q4, 2022-23)
- 3.2 Publish the end-to-end process for managing accessibility for new ICT systems (Q1, 2023-24)
- 3.3 Launch a pilot program that assesses existing system accessibility (Q2, 2024-25)

Improved ICT system accessibility and usability experiences.

4. Assistive Technology (AT) affinity group

Providing a forum for AT users to exchange knowledge and skills and increase awareness of AT for users and non-users across the Agency.

- 4.1 Prioritise membership recruitment and developing the terms of reference (Q2, 2022-23)
- 4.2 Develop and launch an awareness campaign (Q1, 2023-24)
- 4.3 Planning and delivering activities (Q2, 2023-24)
- 4.4 Refresh awareness campaign (Q1, 2024-25)
- 4.5 Organise and deliver a Showcase/ AT expo (Q1, 2024-25)

Increased awareness of assistive technology, improved user experiences, and emerging technology challenges are addressed.

5. Workplace adjustments skill building and awareness campaign

A guide to support staff and line managers to better understand adjustments and available resources.

- 5.1 Establish a workplace adjustment support process (Q3, 2022-23)
- 5.2 Develop and launch an awareness campaign (Q3, 2023-24)

Improved awareness and support for the timely and effective provision of workplace adjustments.






Employment and career development

Throughout consultation, our staff with disability, EDN members and staff across the Agency identified career development and employment as a key focus area. Our goal is to ensure that our staff feel supported and have the appropriate resources and skills to achieve their employment goals and career ambitions.

The Agency is committed to increasing representation of staff with disability. Through consultative workshops targeted recruitment processes for people with disability were identified. These processes, in conjunction with a review into broader Agency recruitment, aim to improve candidate experience and attract talented individuals with disability.

During consultation staff highlighted the potential benefits of a mentoring program for their career, as well as disability employment pathways for labour hire candidates. In addition to these actions, the Agency will also facilitate 'lunch and learn' sessions to assist staff in their professional development. Our staff are valued within the Agency, and we are committed to supporting them to fulfill their career goals.

 Focus	 Actions and timelines	 Outcome
<p>6. Affirmative measures recruitment program</p> <p>A recruitment process for people with disability to apply for roles in the Agency.</p>	<p>6.1 Conduct an affirmative measures recruitment process (annually)</p>	<p>Increased representation of people with disability employed at the Agency.</p>
<p>7. Mentoring program</p> <p>A co-designed program to support staff with disability in both the mentor and mentee role.</p>	<p>7.1 Design the mentoring program (Q1, 2023-24)</p> <p>7.2 Implement the mentoring program (Q2, 2023-24)</p>	<p>Provide staff with objective guidance and support for personal growth and building effective relationships.</p>



Focus



Actions and timelines



Outcome

8. Recruitment review

A review to identify and address potential barriers to employment and career development opportunities.

- 8.1 Undertake a review of the Agency's recruitment process (Q4, 2022-23)
- 8.2 Identify opportunities to improve candidate experience (Q2, 2023-24)
- 8.3 Action review recommendations (Q1, 2024-25)
- 8.4 Deliver recruitment fundamentals training (Q3, 2022-23)

Improved candidate experiences throughout the recruitment process.

9. Disability labour hire program

A program to be launched that aims to engage disability specific labour hire suppliers and utilise these organisations to engage staff with disability through labour hire contracts.

- 9.1 Identify participating business areas (Q4, 2022-23)
- 9.2 Engage disability employment suppliers (Q2, 2023-24)
- 9.3 Establish a support process for staff and managers (Q4, 2023-24)
- 9.4 Evaluate the program (Q3, 2024-25)
- 9.5 Review recommendations (Q3, 2024-25)

Improved representation of people with disability that are engaged through labour hire contracts.



Disability Inclusion Plan Focus Area 3

Inclusive culture

Throughout consultation, our staff with disability, EDN members and staff across the Agency identified inclusive culture as a key focus area. Our goal is to ensure that our staff with disability remain at the centre of everything we do at the Agency. Co-designed with our staff, the Disability Inclusion Plan actions aim to bring people together to innovate, promote and design solutions to improve the employee experience.

Our EDN will refresh the 'NDIA Employees with Disability: Our commitment to you 2021-23' to extend these values and align with the Disability Inclusion Plan reporting period 2022-25. The Agency's SES Disability Champion has also committed to delivering key initiatives to evaluate disability

inclusion in the workplace, as well as leading regular listening sessions to provide staff with frequent opportunities to share information and ideas.

During the consultation workshops, staff with disability identified an opportunity to better support staff to attend EDN meetings and participate in disability inclusion projects. It is also recognised that some staff are unaware of the EDN. We are committed to better promoting the EDN, celebrating its achievements, and delivering training across the Agency. The Agency also identified an opportunity to better collaborate with our partner organisations to share best practice inclusion initiatives. Together we can strive to improve the experiences of staff with disability.



Focus



Actions and timelines



Outcome

10. Refresh disability commitment

Refresh the 'NDIA Employees with Disability: Our commitment to you 2021-23' to align with the Disability Inclusion Plan reporting period 2022-25.

10.1 Refresh the disability commitment (Q3, 2022-23)

Staff with disability remain at the centre of everything we do at the Agency.

11. Internal deep dive project

A project led by our SES Disability Champion to respond to findings from surveys and listening sessions.

11.1 Conduct the internal deep dive (Q2, 2022-23)
11.2 Conduct listening sessions (quarterly)

A clear understanding of areas for improvement including workplace adjustments, career development and more. A safe environment for staff to share feedback and workplace experiences.



Focus



Actions and timelines



Outcome

12. EDN strategic influence

Strengthening the strategic influence of the EDN and acknowledging the importance of employee participation.

- 12.1 Refresh the EDN Charter (Q1, 2022-23)
- 12.2 Develop an EDN membership form (Q1, 2022-23)

Staff are supported and allocated time to participate in the EDN and relevant projects.

13. EDN campaign

A campaign to increase awareness of the EDN and empower staff to join the Network.

- 13.1 Develop and launch an awareness campaign (annually)

New and existing staff with disability know about the EDN, its function, and responsibilities.

14. Agency, National contact centre (NCC) and Partners in the community (PITC) collaboration

A strategy to share information to better attract, train and retain a diverse workforce.

- 14.1 Agency, NCC and PITC to attend an annual summit (annually)
- 14.2 Review and update contracted diversity targets (Q4, 2022-23)
- 14.3 Launch a PITC Inclusion Survey (annually)
- 14.4 Invite NCC and PITC to attend one EDN meeting per year (annually)
- 14.5 Report DIP progress to NCC and PITC (ongoing)

Industry leading standards and best practice initiatives are shared to deliver improved outcomes for staff with disability.

15. Disability inclusion training package

A training package to cover accessibility, workplace adjustments, recruitment fundamentals as well as disability awareness for all staff.

- 15.1 Disability awareness training for staff (Q4, 2023-24)
- 15.2 Disability awareness training for managers (Q2, 2024-25)

**DIP actions 1.2, 5.2 and 8.4 will also be delivered.

Agency staff have the resources and tools to increase their knowledge and awareness of disability inclusion.



Disability Inclusion Plan Reporting

How we will measure and report

The DIP measures positive change in the workplace. To create an organisational culture that is inclusive and supportive of our staff with disability, the Agency has developed two layers of measurement and reporting – 1) disability inclusion metrics and reporting and 2) Inclusion plan measurement framework.

Disability metrics and reporting

M001-M008

Disability metrics and reporting (M001-M008) provides the Agency an insight into our staff with disability. Consultation targets have been established and a commitment to regularly assess results across a wide range of factors including the number of staff and SES with disability, staff satisfaction, and monitoring the growth and development of staff networks.

This initial layer of measurement will be collated and reported to the Executive Leadership Team (ELT) and other stakeholders as required on a six-monthly basis.

Inclusion plan measurement framework

M009-M012

The inclusion plan measurement framework (M009-M012) provides the Agency an insight into progress achieved against specific action items. This framework offers a disability inclusion performance rating based on the results achieved within three scorecards – accessibility, employment and career development, and inclusive culture.

This final layer of measurement will be collated and reported to the Executive Leadership Team (ELT) and other stakeholders as required on a six-monthly basis.

Reporting number	Measures	Business area responsible	Timeline
M001	<p>Diversity results and targets (Census and HR system metrics)</p> <p>The number of staff and SES with disability and relevant targets (refer to Appendix C).</p>	<ul style="list-style-type: none"> • People and Culture 	Targets will be annually assessed
M002	<p>Staff satisfaction results and targets (Census)</p> <p>Eight staff satisfaction questions and targets covering engagement, health and wellbeing, discrimination, and bullying and harassment (refer to Appendix C).</p>	<ul style="list-style-type: none"> • People and Culture 	Targets will be annually assessed
M003	<p>Inclusion and diversity survey results</p> <p>Staff satisfaction questions covering personal experiences, career progression, workplace supports, policies and more.</p>	<ul style="list-style-type: none"> • People and Culture 	Results will be annually assessed
M004	<p>Employee Disability Network membership</p> <p>Reviewing annual membership figures to identify potential growth or decline.</p>	<ul style="list-style-type: none"> • People and Culture 	Results will be annually assessed
M005	<p>AND Access and Inclusion Index</p> <p>Agency to participate in the Access and Inclusion Index evaluation and benchmarking.</p>	<ul style="list-style-type: none"> • AND • People and Culture 	2020/21 report to be updated
M006	<p>Awareness Days</p> <p>Agency to celebrate significant dates for people with disability.</p>	<ul style="list-style-type: none"> • People and Culture 	Minimum of three awareness days per year
M007	<p>Australian Human Rights Commission (AHRC)</p> <p>Lodge the Disability Inclusion Plan 2022-25 to the AHRC.</p>	<ul style="list-style-type: none"> • People and Culture 	Q1 2022-23

Reporting number	Measures	Business area responsible	Timeline
M008	<p>Plan progress reported to the Executive Leadership Team (ELT)</p> <p>Reporting M001-M007 progress to ensure Inclusion Plan actions are positively impacting staff with disability.</p>	<ul style="list-style-type: none"> • People and Culture 	Six monthly reporting
M009	<p>Disability Inclusion Plan – accessibility scorecard</p> <p>The results of DIP actions 1-5. Detailed measurement logic has been co-designed for each action.</p>	<ul style="list-style-type: none"> • People and Culture • Communications and Engagement • Assistive Technology Advisory Group 	Actions 1-5 will be quarterly assessed
M010	<p>Disability Inclusion Plan – employment and career development scorecard</p> <p>The results of DIP actions 6-9. Detailed measurement logic has been co-designed for each action.</p>	<ul style="list-style-type: none"> • People and Culture • Procurement and Corporate Services 	Actions 6-9 will be quarterly assessed
M011	<p>Disability Inclusion Plan – inclusive culture scorecard</p> <p>The results of DIP actions 10-15. Detailed measurement logic has been co-designed for each action.</p>	<ul style="list-style-type: none"> • People and Culture • EDN • Communications and Engagement • Partner and Contact Centre 	Actions 10-15 will be quarterly assessed
M012	<p>Disability inclusion measurement framework</p> <p>Overall performance rating based on the results of the three scorecards (accessibility, employment and career development, and inclusive culture).</p>	<ul style="list-style-type: none"> • People and Culture • EDN • Procurement and Corporate Services • Assistive Technology Advisory Group • Communications and Engagement • Partner and Contact Centre 	Performance rating will be quarterly assessed

‘Inclusion means recognising that every person with a disability is an individual with unique skills, perspectives, and needs and providing the tools, training, and support for them to thrive.’

Grace King
Participant Solutions Delegate, Midland, WA



Glossary of terms

Understanding meaning helps to build inclusion. The more respectful and understanding we are in the language we use, the better we all will be in ensuring everyone feels comfortable.

AND Access and Inclusion Index

The Australian Network on Disability's (AND) [Access and Inclusion Index \(External\)](#) is a suite of tools designed to assist organisations to review their policies, procedures and practices to establish their progress in being accessible and inclusive for people with disability across their business.

Australian Network on Disability

The [Australian Network on Disability \(External\)](#) is a not-for-profit organisation funded by its members who include large multinational corporations, small to medium enterprises, government departments and not-for-profit organisations. Its role is to help its members and clients become more confident and prepared to welcome people with disability into their organisations. They do this by providing advice and services on disability to employers, government representatives and industry bodies.

Accessibility

Accessibility refers to the design of products, devices, services, or environments to provide people with the ability to access and benefit from a system or entity. This concept focuses on enabling access for people with disability and enabling access through the use of assistive technology; however, accessible design and development benefits to everyone.

Accessibility is also a legislated requirement. The Disability Discrimination Act 1992 (DDA) specifically outlines the need for equal access to information. The United Nations Convention on the Rights of Persons with Disabilities (UNCRPD) recognises access to information and communication

technologies as a basic human right. This means everyone should have equal access to information regardless of their circumstances.

Affirmative Measures

Section 32-33 of the [Australian Public Service Commissioner's Directions 2022 \(external\)](#) provides the affirmative measure, which gives agencies the flexibility to identify a vacancy as open only to persons who have a disability, or a particular type of disability. The affirmative measure is designed to address the under-representation of people with disability in the APS.

Assistive Technology

Assistive technology is the software or hardware support provided to people with disability to help them perform their role in the workplace.

Disability Champion

A Disability Champion is a senior person within the organisation who has an acknowledged role to sponsor, support or champion activities related to disability and access. The individual is proactive, an advocate and well known for the passion in this area.

Disability

The two accepted disability definitions used in the APS are:

1. The Commonwealth *Disability*

Discrimination Act 1992 (DDA) defines disability as:

- total or partial loss of the person's bodily or mental functions; or
- total or partial loss of a part of the body; or
- the presence in the body of organisms causing disease or illness; or
- the presence in the body of organisms capable of causing disease or illness; or
- the malfunction, malformation or disfigurement of a part of the person's body; or
- a disorder or malfunction that results in the person learning differently from a person without the disorder or malfunction; or
- a disorder, illness or disease that affects a person's thought processes, perception of reality, emotions or judgment or that results in disturbed behaviour; and includes disability that:
 - presently exists; or
 - previously existed but no longer exists; or
 - may exist in the future; or
 - Is imputed to a person.

2. The Australian Bureau of Statistics (ABS) *Disability, Ageing and Carers: Summary of Findings 2003* defines disability as:

A person has disability if they report that they have a limitation, restriction or impairment, which has lasted or is likely to last, for at least six months and restricts everyday activities. This includes:

- Loss of sight (not corrected by glasses or contact lenses)
- Loss of hearing where communication is restricted, or an aid to assist with, or substitute for, hearing is used
- Speech difficulties
- Shortness of breath or breathing difficulties causing restriction
- Chronic or recurrent pain or discomfort causing restriction
- Blackouts, fits or loss of consciousness
- Difficulty learning or understanding
- Incomplete use of arms or finger
- Difficulty gripping or holding things
- Incomplete use of feet or legs
- Nervous or emotional condition causing restriction
- Restriction in physical activities or in doing physical work
- Disfigurement or deformity
- Mental illness or condition requiring help or supervision
- Long-term effects of head injury, stroke or other brain damage causing restriction
- Receiving treatment or medication for any other long-term conditions or ailments and still restricted
- Any other long-term conditions resulting in a restriction.

Disability Confident Recruiter

The [Disability Confident Recruiter Program \(External\)](#) is a status administered by the Australian Network on Disability. Once obtained, it asserts an employer's steadfast commitment to provide best practice recruitment conditions for people with disability. Employers seeking this status must sign a Disability Confident Recruiter charter and meet the prescribed conditions. A Disability Confident Recruiter performs the following:

- Recruit from the entire talent pool by allowing skilled jobseekers with disability to compete on a level playing field.
- Make adjustments to the recruitment process for candidates who have disability.
- Provide an excellent candidate experience for all candidates.

Disability Discrimination Act 1992

The [Disability Discrimination Act 1992 \(DDA\) \(External\)](#) makes discrimination against people on the grounds of disability unlawful in specific areas of public life. The DDA prohibits discrimination against any person, or their associates, on the grounds of actual or assumed disability.

Within an employment context, 'It is unlawful for an employer or a person acting or purporting on behalf of an employer to discriminate against a person on the grounds of the other person's disability'.

Some exceptions to the standards do exist. A person must also be able to fulfil the inherent requirements as described to undertake a job or course of study, unless their inability can be overcome by making a workplace adjustment under 'reasonable adjustment provisions'.

Fair Work Act

The 'adverse action' provisions of the [Fair Work Act 2009 \(FWA\) \(External\)](#) states an employer cannot discriminate against an employee on the grounds of the employee's disability. The definition of adverse action includes:

- termination of employment

- injuring an employee in the course of employment
- altering the position of the employee to the employee's detriment
- discriminating between the employee and other staff
- refusing to employ a prospective employee
- discriminating against a prospective employee in the terms or conditions of employment.

Web Content Accessibility Guidelines (WCAG 2.1)

The [WCAG 2.1 \(External\)](#) is the global standard for web content accessibility. The guidelines are a series of testable statements developed by the World Wide Web Consortium. They were created to help web developers and website content authors. The guidelines include information on developing Internet pages, video content, PDF, word documents, emails, excel and PowerPoint. This allows all information created to be accessible and available to everyone.

Workplace Adjustments

Workplace adjustments are modifications made within the workplace to enable an employee to:

- perform their job role
- participate in selection processes and be considered for transfer, promotion, training or other employment opportunities
- access workplace facilities
- participate in work-related programs such as staff development and training.

Work, Health and Safety Act

The [Work, Health and Safety Act 2011 \(WHS\) \(External\)](#) provides a framework to protect the health, safety and welfare of all workers at work and of all other people who might be affected by the work. The Agency has an obligation under the WHSA to ensure a safe environment for all employees.

Appendices

Appendix A – Inclusion and Diversity Survey Findings 2022

The Agency released the annual Inclusion and Diversity Survey to engage with our workforce as part of consultation. The purpose of the survey was to measure the outcomes of the Inclusion and Diversity Framework and inform future work. The questions asked in the survey were wide ranging and provided insights into not only disability inclusion, but also perceptions of the Agency as a workplace. There were 1,357 responses from Agency staff, 351 individuals indicated they live with disability.

Survey results indicated:

- 5% of staff with disability identify as Aboriginal and/or Torres Strait Islander
- 21% of staff with disability identify as LGBTIQ+
- 50% of respondents have caring responsibilities
- 26% of respondents identified as having a disability, with the most common disability type being physical or psychosocial
- 286 APS ongoing, 36 APS non-ongoing and 29 Labour hire staff with disability.

Responses from our 351 staff with disability also revealed:

- 79% of staff with disability reported their supervisor is supportive of workplace diversity and demonstrated inclusive behaviours
- 56% have not recorded their equity and diversity statistics in Essentials.
- 28% of staff believe their personal characteristics are a barrier to career progression
- 71% of staff adjustments appropriately support them in doing their work
- 68% agreed ICT systems were accessible
- 83% agreed flexible working arrangements had impacted their performance in a positive way
- 80% had improved their ability to manage their mental health, wellbeing, and work/life balance.



How can the Agency be more inclusive and better support our staff?

‘More leaders with an understanding of disability...’

‘A greater focus on systems and documents being accessible and usable by everyone especially those with a disability...’



What is the Agency doing well regarding inclusion and diversity?

‘The agency does a good job of promoting inclusivity...’

‘Creating a flexible working culture...’

‘Employing people with disabilities...’

Survey results – Tenure

Tenure	Responses
0-6 months	52
6-12 months	26
1 to 2 years	17
2 to 3 years	53
3 to 4 years	60
4 to 5 years	52
5 to 6 years	42
6 to 7 years	24
7 years plus	23

Survey results – Classification

Classification	Responses
Trainee/Apprentice	0
Graduate APS (including Cadets)	3
APS 1–2 (or equivalent)	6
APS 3–4 (or equivalent)	101
APS 5–6 (or equivalent)	180
Executive Level 1 (or equivalent)	43
Executive Level 2 (or equivalent)	15
Senior Executive Service Band 1 (or equivalent)	2
Senior Executive Service Band 2 or 3 (or equivalent)	0

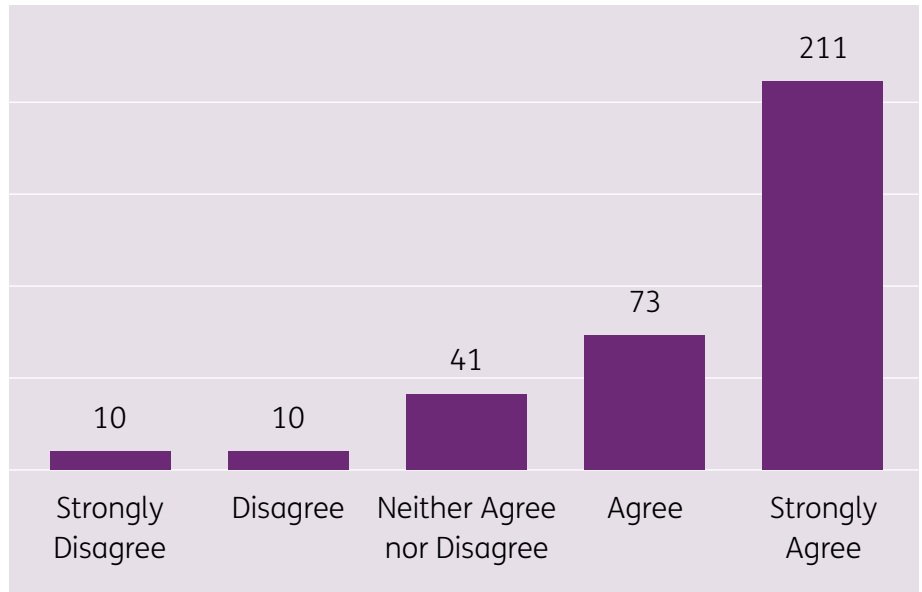
Survey results – Disability Category (Some respondents selected more than one category.)

Disability Category	Responses
Sensory - Loss of sight (not corrected by glasses or contact lenses)	32
Sensory - Loss of hearing where communication is restricted, or an aid is used	64
Sensory - Speech difficulties	9
Intellectual - Difficulty learning or understanding things	8
Physical - Shortness of breath or breathing difficulties that restrict everyday activities	13
Physical - Blackouts, seizures, or loss of consciousness	7
Physical - Chronic or recurrent pain or discomfort that restricts everyday activities	106
Physical - Incomplete use of arms or fingers	19
Physical - Difficulty gripping or holding things	25
Physical - Incomplete use of feet or legs	39
Physical - Restriction in physical activities or in doing physical work	70
Physical - Disfigurement or deformity	9
Psychosocial - Nervous or emotional condition that restricts everyday activities	78
Psychosocial - Mental illness or condition requiring help or supervision	49
Psychosocial - Memory problems or periods of confusion that restrict	20
Psychosocial - Social or behavioural difficulties that restrict everyday activities	32
Head Injury, stroke or acquired brain injury - Head injury, stroke or other acquired brain injury with long-term effects that restrict everyday activities	13
Other - Receiving treatment or medication for any other long-term conditions or ailments and still restricted in everyday activities	55
Other - Any other long-term conditions resulting in a restriction in everyday activities	31
Other	89

Survey results – My immediate supervisor/manager is responsive and supportive of my needs when I have caring responsibilities, e.g., medical appointments, meeting with child’s teacher, a sick child etc.

Average rating out of 5: 4.3

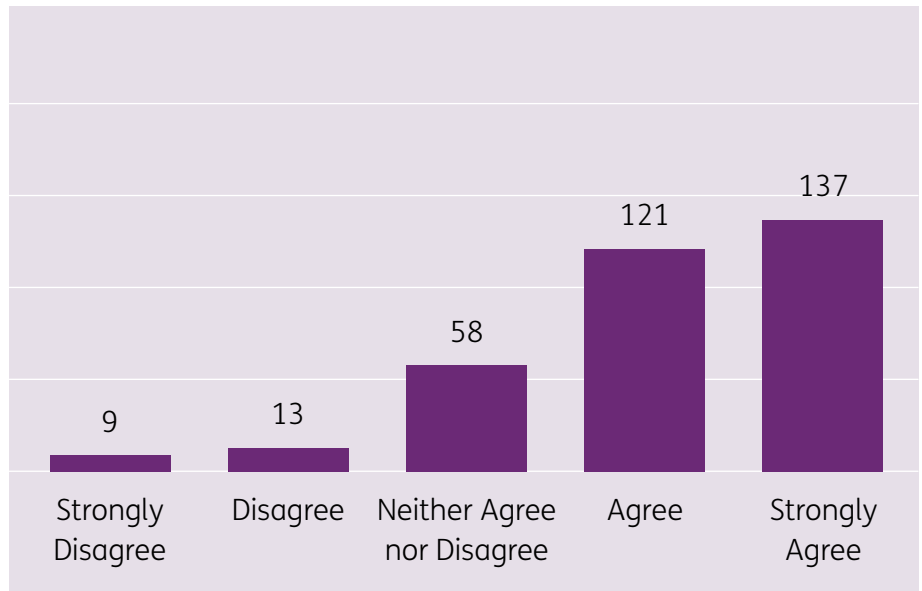
■ Responses



Survey results – I am aware of my responsibilities and create and distribute accessible information and documents as per the NDIA Minimum Standards of Accessibility

Average rating out of 5: 4.1

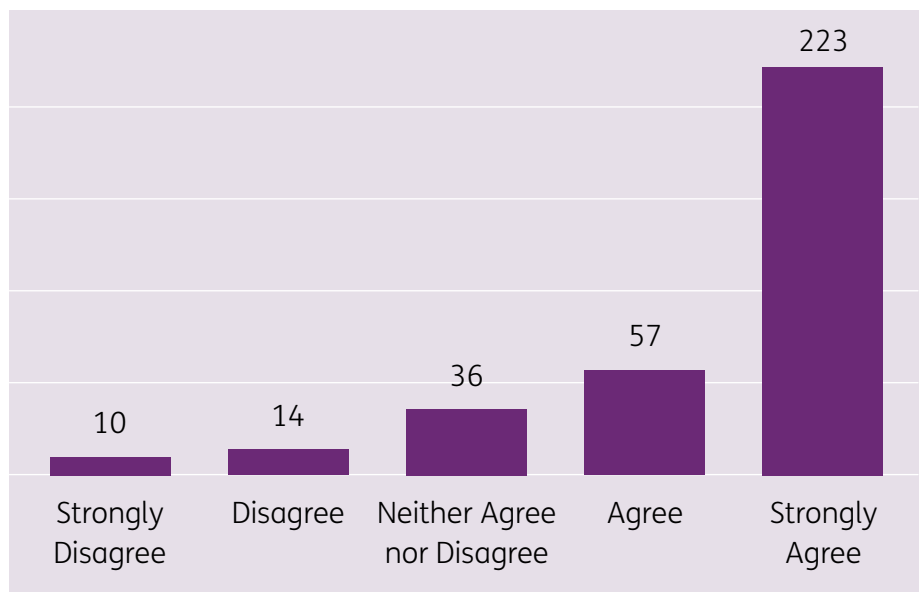
■ Responses



Survey results – Flexible work arrangements have improved my ability to manage my mental health, wellbeing and work/life balance.

Average rating out of 5: 4.4

■ Responses



Appendix B – Diversity results and targets (Census and HR system)

Source	Success Measure	2021 Agency Census and 2022 HR system results	Target
Census	Staff identifying with disability	17%	> 17 per cent
Census	Staff identifying as SES with disability	12%	> 12 per cent
HR Systems	Staff identifying with disability	10% (APS staff only)	≥ Census result

Appendix C – Staff satisfaction results and targets (Census)

Source	Questions	2021 Agency Census Results	2021 Staff with disability Census Results	Staff with disability Census Target
Census	Engagement Index	74 per cent	73 per cent	≥ Agency Census result
Census	I would recommend my Agency as a good place to work	57 per cent	50 per cent	≥ Agency Census result
Census	Wellbeing Index	66 per cent	61 per cent	≥ Agency Census result
Census	My Agency does a good job promoting health and wellbeing	58 per cent	50 per cent	≥ Agency Census result
Census	I think my Agency cares about my health and wellbeing	52 per cent	43 per cent	≥ Agency Census result
Census	Experience discrimination in the workplace (per cent no)	88 per cent	75 per cent	≥ Agency Census result
Census	Subjected to harassment and bullying (per cent no)	80 per cent	70 per cent	≥ Agency Census result
Census	My Agency provides a safe work environment	79 per cent	69 per cent	≥ Agency Census result

‘I don’t want to be neurotypical or pass for one. My disability is a strength. The people I work with value my lived experience, and our shared values contribute to the improved participant outcomes we’re all aiming for.’

Is Connell,
Senior Planner, Surry Hills, NSW





Contact us

The Agency welcomes feedback of our inclusion and diversity practices. For more information about the development of this publication, or to request an alternative format, contact us through cultureandinclusion@ndis.gov.au.