



Public
Service
Commission



Disability Awareness Training

Implementation Guide

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Acknowledgement to employees with disability

The NSW Public Service Commission deeply appreciates the contributions of employees with disability and feedback from all agency stakeholders to the development of this package.

The knowledge and experience you have shared will help us to increase awareness about the experiences of employees with disability in our workforce, and contribute to increasing confidence in the NSW public sector as a disability confident, inclusive and empowering employer.

The PSC would also like to thank the third party providers who worked with us to develop this package.

1 About this guide

This guide has been prepared to assist your agency to implement the Disability Awareness e-learning modules developed by the NSW Public Service Commission. The guide provides advice on when and how these modules could be implemented, and suggestions on ways to encourage their use within your agency and engage your workforce further with the content. There is also advice on how you could monitor and evaluate implementation. The modules were developed in response to increasing evidence and support for the development of a sector-wide curriculum to build disability-competent and confident workplaces¹. The e-learning modules were developed in consultation with people with disability, reference groups² and agencies in the NSW public sector. They comprise the following:

- a) A 20 minute module to raise awareness for all employees on what it means to be disability aware and how to contribute to an inclusive workplace.
- b) A 15 minute additional module for people managers that examines disability from the perspective of the employment life cycle: considerations for recruitment, performance and career development.

Both modules are designed to get people thinking about the experience of people with disability, and some of the assumptions and biases we can all have from time to time that may not be helpful for our colleagues. They're designed to build early understanding, and are made most effective when used in conjunction with a larger program of initiatives or strategy to build a disability-aware and confident workplace.

We recommend that those responsible for implementing these modules also complete them before rolling them out across your agency. This will help you to become familiar with the topic and learning objectives, and give you a good insight into how the value of this training could be communicated to your workforce.

¹ A major finding of the 2014 Disabling the Barriers report was increasing the inclusiveness of workplace cultures, including a focus on leadership and the importance of establishing middle-manager confidence in dealing with disability employment issues. Disabling the Barriers: Key Findings report, page 12.

² Including the NSW public sector Disability Employment Advisory Committee (DEAC), the DEAC sub-group and a sector wide reference group.

2 Why we need to address disability awareness



The NSW Government is committed to creating a workforce that reflects the full diversity of our community. This means we need our workforce to create meaningful employment opportunities for people with disability and become an employer of choice.

People with disability are particularly underrepresented in the NSW public sector workforce (compared to the broader NSW working age population) and have the potential to add valuable skills and perspectives to our sector³.

In addition to needing to source from the full potential pool of talented employees, we know that one in five people in NSW has disability. Having a workforce representative of this lived experience also therefore becomes critical for service delivery and design. Further, as most people acquire their disability during their lifetime, we need to be able to retain these employees during the course of their employment.

We also want to make the NSW public sector an attractive place to work for people with disability. Based on the results of our sector-wide employee survey, there is much opportunity for improvement. People with disability in the NSW public sector report a higher than average rate of bullying compared to the sector average (29.9% compared to 17.8%) and lower engagement scores compared to the sector average⁴. However when people with disability report their workplace has successfully made adjustments to the way their work is done or their working environment, their engagement scores exceed the overall sector average by four percentage points⁵. This goes to show that by addressing workplace attitudes, bias and knowledge gaps, we can make a positive difference to the workplace experience of people with disability.

³ State of the NSW Public Sector Report 2017, p. 12

⁴ State of the NSW Public Sector Report 2017, Chapter 3, pg 32.

⁵ State of the NSW Public Sector Report 2017, Chapter 5, pg 45.

2.1 How these modules complement targets and strategies for raising representation

Across the NSW public sector, there are a number of initiatives to raise the representation of people with disability employed across all agencies, and in removing barriers to participation more broadly in the community. Some key strategies include:

- [NSW Disability Inclusion Action Plans](#)
- Individual agency [Disability Inclusion Actions Plans](#)
- [*Jobs for People with Disability: A Plan for the NSW public sector*](#)⁶

The e-learning modules are a sector wide resource contributing to these strategies, including the government sector wide target in the Jobs for People with Disability Plan, to double the current representation of people with disability from the current estimated **2.8 per cent in 2017 to 5.6 per cent by 2027**. These modules contribute to making sure that employees, managers and leaders have the skills and confidence to support staff with disability, that they can encourage people with disability to feel confident to ask for any support they need, and consider how best to make their workspaces accessible for everyone.

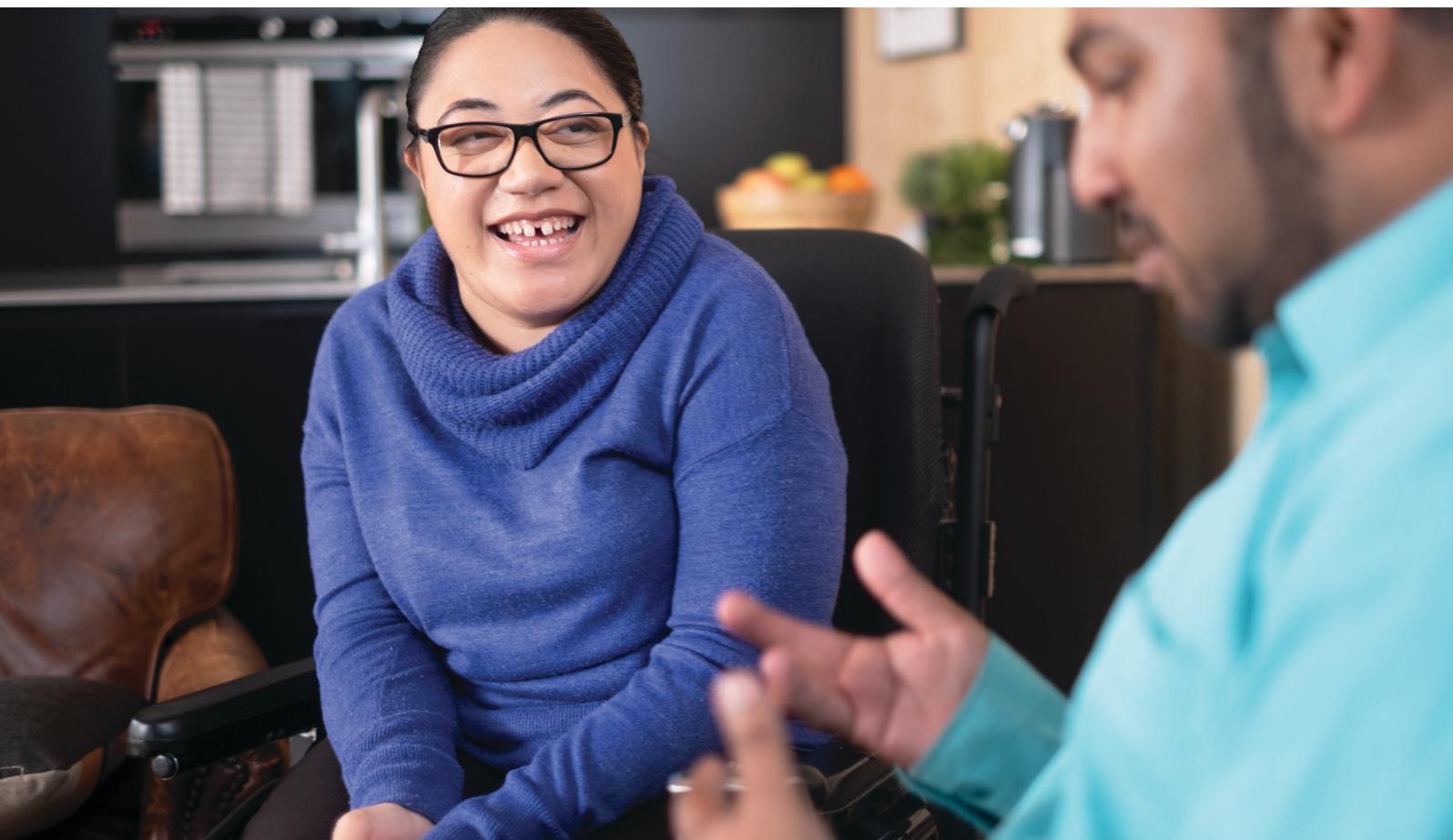
2.2 What distributing these modules will achieve

The target audiences of the respective e-learning modules are employees and managers (including senior executives) in the NSW public sector.

Based on our consultation with the sector, we acknowledge that employees are at varying levels of confidence and competence in working effectively with people with disability. The objective of these modules is to enable employees and managers to acquire the foundational knowledge and skills they need in the workplace to create more disability confident workplace cultures. Completion will help individuals to feel comfortable about what to KNOW, SAY and DO in the workplace. This will assist in making workplaces across the NSW public sector more inclusive for people with disability. The e-learning can also be a spring board to encourage ongoing learning and discussion.

A disability-confident workplace is essential to ensuring everyone feels encouraged and is able to fully participate and contribute to the workplace. Everyone is unique, and we want all NSW public sector employees to feel they can bring their whole selves to work.

⁶ [Jobs for People with Disability](#) summary on FACS website



2.3 How the modules align to the NSW Public Sector Capability Framework

The learning outcomes of the e-Learning modules contribute to building the following capabilities in the NSW Public Sector Capability Framework:

Personal Attributes:

- Display Resilience and Courage
- Act with Integrity
- Manage Self
- Values Diversity

Relationships:

- Communicate Effectively
- Work Collaboratively
- Influence and Negotiate

Results:

- Demonstrate Accountability

The modules are aimed at developing a foundational skill level in practical behaviours and language around disability.

As part of implementing the e-learning into business as usual activities, your agency may wish to include the completion of the modules as a short professional development activity.

3 Implementing the e-Learning

3.1 Access the resource

There are two options available to agencies to access the e-learning modules. You can:

- upload the link to the PSC hosted e-learning on your website www.psc.nsw.gov.au/disabilityawareness, or
- request the SCORM files from the PSC to embed in your agency's Learning Management System.

The e-learning modules have been developed to conform with W3C's Web Content Accessibility Guidelines (WCAG) to WCAG 2.0 Level AA as a minimum to ensure that they are accessible to those people living with a disability.

An independent specialist has audited and passed the e-learning modules for compliance with WCAG 2.0 Level AA, using leading practice Website Accessibility Conformance Evaluation Methodology (WCAG-EM) Website Accessibility Conformance Evaluation Methodology (Draft) created by the W3C WAI and published in July 2014.

3.2 Develop an Implementation Plan

We recommend that you develop an implementation plan to communicate and embed the modules in your agency. This will assist with the better uptake of materials. You could consider:

- Agency employment processes such as induction, performance development and promotions
- Link your distribution to your agency's initiatives regarding Jobs for People with Disability: A Plan for the NSW public sector employment target (5.6% by 2027), targeted at the inclusion, representation and career progression focus areas in that plan
- Link the distribution of the modules to any initiatives your agency may have from its latest employee survey results, to communicate your progress or commitment to improve in target areas (for example, bullying, representation, engagement, and perceptions of career progression).
- Include the e-learning within the aims of your agency's Disability Inclusion Action Plan or broader diversity and inclusion strategy.

At all stages of implementation, agencies will need to ensure that communications are inclusive and accessible, so that everyone can participate and contribute.

To help you get started we've developed a sample Implementation Plan which identifies the 'what (including the target and goal), when and how' (see Table 1: Sample Implementation Plan).

Table 1: Sample Implementation Plan

What	Target	Goal	When	How
Deliver a communication campaign to encourage current employees to complete	Current employees	100%	Immediately and time limited (e.g. by 31 December 2018)	<ul style="list-style-type: none"> • Find an influencer – an Executive Sponsor or a Champion to drive and lead the campaign. Pick those people who can ‘pass it on’ and promote uptake of the e-learning • Create/edit a Diversity and Inclusion webpage to communicate and link to the e-learning • Send out an all staff email with links to the e-learning and a message of support – link to the Government representation target (5.6% by 2027) • Make completion of the e-learning by teams a competitive and fun process • Use collateral on the PSC website to complement the e-learning on your website⁷ • Advertise on your staff intranet and internal newsletter/blogs • Keep the conversation going – commit to a communication strategy with regular updates about all aspects of diversity and inclusion • Create a compelling vision for your agency to show commitment to disability awareness and inclusion
Embed the modules into the agency induction process	All new recruits	100%	Immediately and ongoing	<ul style="list-style-type: none"> • Add both modules to your agency on-boarding checklist • Review on-boarding checklists to confirm completion. • Amend relevant policies and procedures and ensure documentation is accessible • Monitor completion rates

⁷ Such as [PSC Positive and Productive Workplaces](#), [Diversity and Inclusion in the NSW Public Sector: A conversation](#), [PSC Guidelines for Employee Network](#)

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What	Target	Goal	When	How
Offer modules as part of regular learning and development program	All staff	100%	Periodic (annual or biannual) and ongoing	<ul style="list-style-type: none"> • Add to your agency Learning & Development offerings as a mandatory component • Add to your agency Performance Development cycle • Monitor completion rates
Employees promoted to a people leadership role are encouraged to complete the managers module	Managers & Executive team	100%	On promotion	<ul style="list-style-type: none"> • Add to your agency Learning & Development offerings as a mandatory training component for managers (manager induction process) • Monitor completion

4 Getting the most out of the e-learning

One of the objectives of the e-learning is to encourage ongoing learning and discussion. The topics and content covered in the e-learning are not an exhaustive guide on all things disability related.

We've listed below some ideas on how you can encourage learners to ask questions, learn more from those with lived experience or attend a supporting event.

4.1 Engage your agency's Disability Employee Network (DEN)

If your agency has a DEN, you could request their collaborative efforts in what your agency could do to reinforce the learning objectives of the e-learning.

People with lived experience of disability could provide valuable insight and perspective to discussions provided a positive environment is set up to facilitate this.

Based on the preferences of members, your agency's DEN could contribute by:

- helping to facilitate discussion sessions and run activities
- answering questions based on their lived experience
- provide and speak to practical examples of inclusion in the workplace
- present on how the DEN is progressing inclusion of people with disability at your agency and its successes

Individuals within your DEN may also be willing to share their story to promote greater disability awareness within your agency's workforce. However, it is of the utmost importance that the need and desire for privacy of individuals is respected and protected. Not everyone will be comfortable in sharing their disability publicly.

4.2 Engage your agency's Disability Inclusion Action Plan Committee and/or Diversity and Inclusion Committee

If your agency has a Disability Inclusion Action Plan Committee and/or Diversity and Inclusion Committee, you could also opt to request their collaborative efforts to support what your agency could do to promote the learning objectives of the e-learning.

4.3 Launch it at, or promote it via an event

Events are a great way to engage individuals across the agency and can be an interesting way to facilitate discussions and further learning.

The desired outcome is key to your decisions regarding the format of any proposed event.

Do you want to:

- reinforce learning outcomes from the e-learning modules - e.g. person-first language in Australia
- provide more detail on a particular disability-related concept relevant to your agency
- spread awareness of agency internal processes and policies relating to disability - e.g. workplace adjustment, digital accessibility, Workplace Health and Safety
- spark conversations on disability-related issues
- celebrate a key date to raise awareness – e.g. International Day of People with Disability
- take a broader approach by looking at inclusion as a value, which embraces different ways of thinking, working and celebrating our successes.
- build on the introductory content in the module to focus on key points of contact, such as recruitment panels or training and development, to discuss and identify how your agency can improve.

Events can take many different forms and can include:

- **Discussion panels:** Your agency could invite employees from within your agency (for example a member of the DEN, your Executive Sponsor/Champion) or guests with lived experience or from peak organisations to be part of a panel discussion. You could also consider guests from other agencies (public or private sector) that have successfully implemented diversity initiatives.
- **Presentations:** You may have a formal presentation to further explore some of the key concepts addressed briefly in the e-learning, for example, inclusive communication or workplace adjustments.
- **Q&A session with employees:** provide a safe space for employees to ask questions and develop confidence with new concepts.
- **Informal morning/afternoon tea:** give employees the opportunity to network and hear an executive champion/sponsor promote the e-learning or key policies contributing to the inclusiveness of your workforce culture.

Other details you may wish to consider:

- **Maximum/minimum attendees:** how many people the venue will need to house comfortably, designated groups for activities.
- **Room set up:** maximise the space and reduce activity during the event not focussed on the content
- **Activities:** maintain attention and interest of the audience and enhance engagement with concepts e.g. show a video that summarises content or entertains, small group activities, trivia questions relating to the topic
- **Follow-up participant survey:** evaluation can inform the continuous improvement process and assist to target content for future events

Walk the talk by ensuring that your events team considers and plans for accessibility needs in all communications related to this module (events and meeting invitations) – and more generally.

Questions to encourage discussion could be posed to your audience when running any activity:

- How do we currently ask about workplace adjustments here?
- What comes to mind when you think about/hear the word 'disability'?
- Do you know what to do when... [Insert scenario]?
- Many people have a positive attitude towards people with disability but fear doing or saying the wrong thing. What do you think gets in the way of ensuring an inclusive environment?

4.4 Communications resources available on our website

You can find the below resources on our website here:

www.psc.nsw.gov.au/disabilityawareness

- Web banners and buttons
- Postcard
- Signature block

When creating additional communications resources make sure that you find ways to make the communication accessible to all people and comply with the rating guides prescribed by legislation.

The following link will assist with providing this guidance:

<https://www.australia.gov.au/accessibility>.

4.5 Finally think strategically and long term

Once you have started the conversation and engaged the right people, take the opportunity to think strategically and long term.

- Create some momentum and use this as an opportunity to make disability a priority within your agency's strategic workforce planning and consideration around long-term sourcing and recruitment strategies.
- Review relevant policies and procedures to ensure they are inclusive of people with a disability and documentation is accessible.
- Seek to gain Disability Confident Recruiter (DCR) status for your agency.

4.6 Who you can contact for support

1. PSC Communications team contact for marketing collateral + contact details
psc.communications@psc.nsw.gov.au
2. General enquiries about the e-learning modules
diversity.inclusion@psc.nsw.gov.au

5 How to measure the impact of the e-learning within your agency

We encourage you to look at ways that your agency can monitor and evaluate the successful implementation of these modules and any related initiatives in your agency.

Doing this can help you to also track the potential contribution this may have on improving employee perceptions of workforce diversity outcomes through your agency's People Matter Employee Survey (PMES) results.

For further guidance please see Appendix 1 – Monitoring and evaluating your efforts for success.



1 Appendix 1 – Monitoring and evaluating your efforts for success

Tip 1: Develop a results logic framework for your program of work

When measuring for success, review your implementation plan and the goals set and consider the relationship between the inputs (resources you will employ) and outputs (activities you will do and who you will reach) to deliver the e-learning modules and the outcomes/impact these contribute to.

Figure 1 provides an example of a *program logic framework* we have developed to describe and understand this relationship.

Program logic is a useful tool, helping you to:

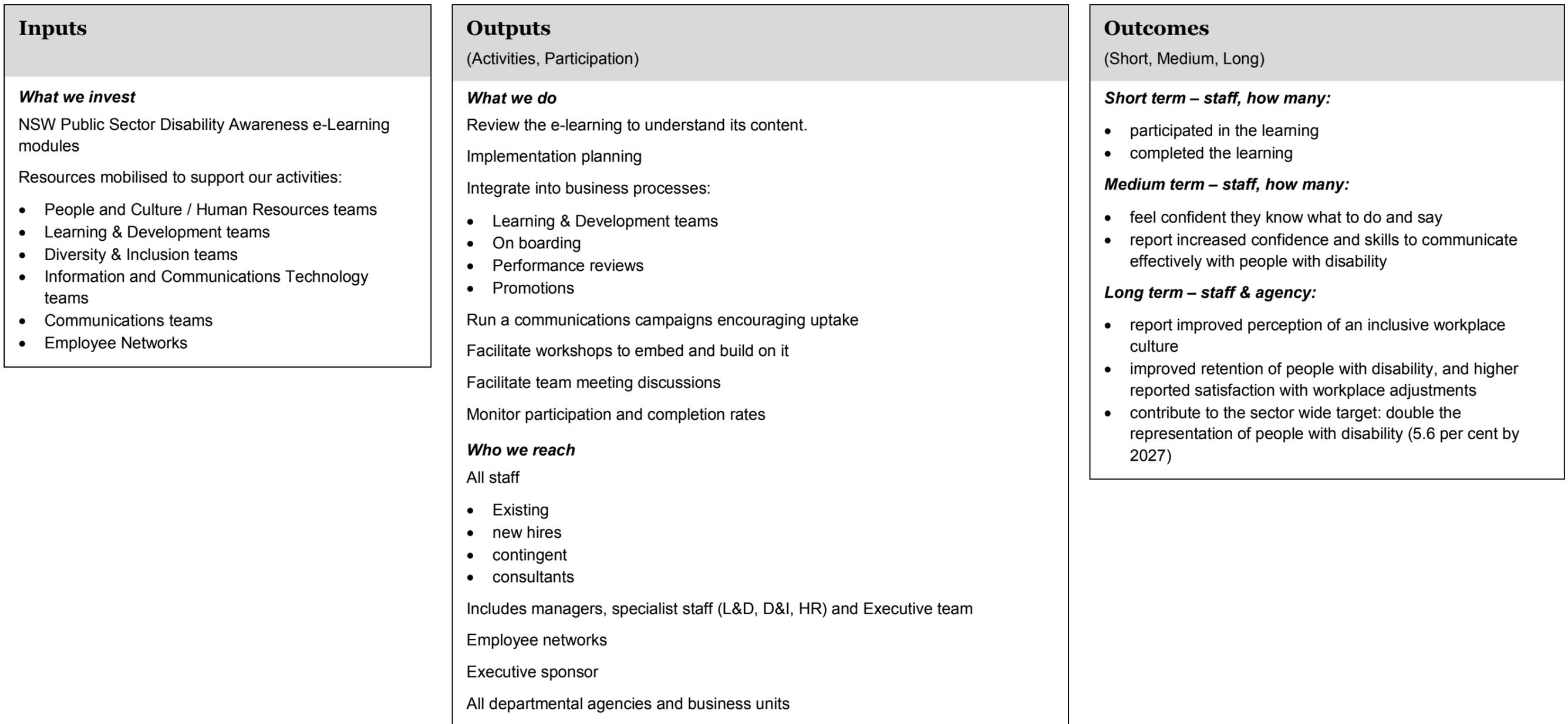
- clarify and communicate intended outcomes and assumptions (e.g. resources and reach you will have)
- make causal assumptions explicit, and test how they are supported by evidence
- provide a road map for monitoring efforts, and evaluate how effective these have been in contributing to outcomes
- tell the story of how a program/project works

The framework suggested can be adapted and scaled to the program of work your agency chooses to deliver. It is a working tool and should be updated as needed.



Figure 1: Example program logic framework

People with disability are underrepresented in the NSW public sector.
Our goal: To increase the representation of people with disability in the NSW public sector to 5.6 % by 2027



Evaluation
 Focus-questions - collect data - analyse and report

Tip 2: Develop evaluation questions and identify the data you need to measure for success

When measuring for success, program logic provides a useful framework for evaluating the effectiveness your program of work by identifying areas where evaluation will be most important.

Evaluation questions serve to focus an evaluation and provide direction for the collection and analysis of data. Example evaluation questions are provided below. This is not a prescriptive or exhaustive list, and any list is best developed with your stakeholders.

Have a mix of activity and outcome-based questions, limit your questions (max 5-7) and ensure the data you collect is relevant and achievable (if it is unrealistic don't include).

Evaluation question	Measure/Indicator	How to collect	Basis for comparison
How well has the program of work been implemented? (Activity)	The timeliness of activities e.g. Communication campaign delivered by Dec 2018 to all staff in the Dept and related agencies.	Agency data against program of work planned	Implementation goal set
Are employees being reached as intended? (Activity)	# and % of existing employees completing the modules by goal date # and % of managers completing the modules on promotion # and % of new hires managers completing the modules within 1 month of start	Agency data against type of employee: employee manager executive/existing, new, manager promoted Methods: LMS systems. Induction check list. Staff feedback surveys at critical points.	Implementation goal set – 100% by X months from launch date Periodic monitoring: new hires and manager promotion (e.g. target 100% complete within 1 month)
Do employees report feeling more confident in communicating with people with disability? (Outcome)	% and # employees who completed the modules report feeling more confident in communicating with people with disability	Agency data against type of employee	Agency follow-up survey to evaluate the effectiveness of the learning outcomes and monitor unintended consequences.

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Evaluation question	Measure/Indicator	How to collect	Basis for comparison
Do people with disability report feeling more positive about diversity and inclusion? (Outcome)	% and # employees with disability who report feeling engaged in the workforce? % and # employees with disability who report feeling their background is not a barrier to success?	PMES data Develop and use a PMES Pulse, for at point in time indications with more frequency	Improves from current baseline
Are employees and managers more inclusive in their actions with people with disability? (Outcome)	% and # employees with disability who report successful workplace adjustments? % and # people with disability report bullying	PMES data PMES Pulse, for at point in time indications with more frequency	Improves from current baseline
Did the program of work contribute to the intended long-term outcome? (Outcome)	% and # people with disability retained in workforce	Agency Workforce data	improves from current baseline Note: Sector wide target to double the representation of people with disability from an estimated 2.8% (2016) to estimated 5.6% by 2027

Tip 3: Useful resources to help you develop a monitoring and evaluation framework to measure for success:

- [NSW Department of Premier and Cabinet. Evaluation Toolkit](#)
- [Better Evaluation and Centre for Evaluation toolkits. Develop Programme Theory/Logic Model](#)
- [NSW Health Developing program logic](#)