

Organisational Engagement on Disability Inclusion tool

This tool was developed with ANCP Partner Organisations to support development organisations to capture a 'snap shot' of how they are engaging with disability inclusion, to assess what areas need further work, and to assist action planning. If used periodically, it can assist in tracking progress over time.

Organisational engagement on disability inclusion can be considered across four areas



The Process

1 Assign staff to complete the tool

This self-assessment process is designed to assist in examining disability inclusion across the whole organisation. It's most effective when there are participants from different areas of the organisation, including from leadership and governance, workforce, infrastructure, programs and services, and external communication and partnerships.

- Assign one staff member to lead the process and set a time frame for the assessment.
- Representatives participate in a meeting to complete the assessment tool (this can take approximately 2 hours to complete).

2 Understand what good disability inclusion can look like

Good organisational practices are listed under each key area of organisational function. These are suggestions and it wouldn't be expected that your organisation would be doing everything. However, it will give you some points of reference to assess how your organisation is doing and where it might may like to progress further. It may be helpful to share these actions with participants before the meeting so they have a chance to consider possible actions in their own area of the organisation.

3 Complete the assessment matrix

The assessment comprises of six guiding questions which emphasise the main elements of disability inclusion in an organisation. By answering the six guiding questions with the staff from different areas of your organisation you can identify strengths in practice (to be maintained), and areas to work on.

4 Action planning

Use the action planning steps to prioritise actions for maintenance and improvement of disability inclusion, and begin to design an implementation strategy for these actions. Identifying accountability and timeframes is key to driving organisational change for disability inclusion.

5 Develop a scale

This optional step asks you to develop a scale that can be used to quickly measure change over time in your organisations progress. See CBM Australia's example at the end of this document.

PART 1: Understand what good disability inclusion can look like

Leadership and governance

This area refers to the overall leadership of the organisation and establishes structures that guide behaviour, culture and values of an organisation. The requirements in the DFAT's NGO Accreditation Guidance Manual note a number of these points.

Possible actions:

- The organisation has policies/plans/procedures to support disability inclusion. Such as:
 - a key policy/statement recognising the value of disability inclusion
 - an anti-discrimination policy
 - a commitment to recognise & implement the Convention on the Rights of Persons with disabilities.
- These policies/plans/procedures are communicated to employees.
- There are procedures to manage non-compliance with antidiscrimination requirements.
- People with a disability are represented on the governing body. If not, there is a strategy to ensure that people with disabilities are represented on the governing body.
- People with disability are represented in the leadership group. If not, there is a succession/leadership program for employees who have a disability.
- People with disability are represented on committees. If not, there is a strategy to ensure the appropriate level of representation on committees.
- There has been analysis of the training needs of all members of leadership group/ governing body/committees regarding disability inclusion.
- Members of the leadership group/governing body/committees have attended training on disability inclusion.
- People with disability are involved in the organisation's disability inclusion training programs for members of these groups.
- Resources are set aside/ accounted for in budget lines for analysis and training of these groups.
- Structures and processes are in place to support involvement of people with disability in high level decision making and there is monitoring and evaluation of this involvement.
- The leadership group and governing body promotes and embraces people with disability within the organisation.



Policies and Programs

Polices provide the foundation for the organisation's programs and direct service delivery. Policies, programs and services should be designed, delivered, and measured in inclusive ways so that external and internal barriers to disability inclusion are eliminated.

Possible Actions:

- There is a plan in place to engage people with disability, including people experiencing different impairments, in the policy development process.
- Processes are in place to ensure that the needs of people with disability are incorporated into the design, management and practice of programs.
- There is a policy on disability inclusion as a cross cutting issue in programs. This policy has been operationalised.
- The programming area demonstrates application of this policy throughout the project cycle.
- Staff are confident in addressing disability in:
 - pre-design phase
 - design;
 - implementation;
 - developing disaggregated monitoring and evaluation indicators and using other appropriate evaluation methods (e.g. Most Significant Change).
- Staff work with or seek input from people with disability/Disabled People's Organisations (DPOs) in country at each level of the project cycle.
- Staff are aware of different levels of participation and strive to obtain, and facilitate through capacity building, the highest level of DPO participation across the project cycle, including:
 1. Informing them
 2. Consulting with them
 3. Partnering with them
 4. Allowing them to lead the project
- There are methods for ensuring that people with disability are informed about programs and services, including rights and complaints/grievance procedures. Including
 - Accessible formats for people with different impairments
 - Accessible venues/facilities for consultation/meetings/events
 - Alternative communication methods (e.g. interpreters, captioning)
 - Accessible transportation options available to program locations or assistance with transport costs.
- There is a budget to reasonably accommodate people with disability in programs and activities.
- Appropriate and respectful images of people with disability are incorporated into program materials and there are policies to support this.
- Program staff are confident in applying a disability analysis to gender (e.g. supporting leadership of partner DPOs include women with disability, recognising and accommodating for the situation of women with a disability).
- Program staff are confident in applying a disability analysis to children (e.g. child protection plans that specifically identify children with disability, recognising and accommodating for the situation of children with disability).

Workforce

A disability inclusive workforce requires policies and processes designed to build and develop employees with disability and to ensure the broader workforce has the capability and practices to deliver respectful and inclusive programs and services. Please note the *Disability Discrimination Act 1992* compels organisations to provide equal opportunity to employment.

Possible Actions:

- The organisation has a recruitment policy to actively attract, recruit and develop staff who have disability.
- This recruitment plan was developed in consultation with people with disability.
- Relevant staff know how to arrange for reasonable accommodation for an applicant or employee with disability (e.g. sign interpreters, workspace modifications, Braille machine, flexible working hours, IT modifications).
- The organisation's building is accessible (including carpark, entrance, office space, lifts between levels, toilets, and kitchen).
- There are pathways in place for employees with disability to aspire to and obtain positions across all levels and fields of expertise e.g. succession programs, graduate programs, leadership programs, internships, or summer programs.
- Employees with disability are supported, including through mentoring, networks and training opportunities.
- Training is provided to all staff to increase awareness, inclusiveness, and to challenge discrimination.
- Staff position descriptions address disability inclusive units and assessment of disability inclusive behaviour as part of performance appraisal procedures.
- There is a designated human resources person who has acquired skills in disability inclusion and who people with disability can approach.

Working with other organisations

Working collaboratively with other agencies/organisations is important to achieve long term change in inclusion of people with disability.

- The organisation participates in networks and forums to advocate for disability inclusion, including practitioner interest forums, policy and advocacy networks, employer forums.
- The organisation is able to effectively advocate for disability inclusion with partners through appropriate mechanisms such as MOU, mentoring, training agreements, funding agreements.
- There is collaboration with NGO partner organisations in the field on strategies to include people with disability.
- Partner organisations include Disabled People Organisations (DPOs) who are led by and for people with disability.
- Collaborations are successful in supporting inclusion and fostering the capacity of DPOs to participate in development.

- There are simple accommodations made to ensure accessible communication, including accessible website to blind or low-vision users.

PART 2 Applying the principles of inclusion to your organisation

Disability inclusion practice is based on a set of principles which guide strategies for inclusion.

Awareness of disability inclusion and its implications is the crucial first step to both organisations and their development programs becoming inclusive.

Meaningful Participation of people with a disability in processes is essential for genuine empowerment and change. Including people with disability in processes and policies that affect them is a key principle of the UN Convention on the Rights of Persons with Disabilities.

Comprehensive Accessibility ensures that physical, communication, policy and attitudinal barriers are both identified and addressed.

The twin track approach explicitly identifies specific actions that may be needed to include people with a disability in conjunction with ensuring mainstream inclusion.

The following 6 questions are designed to guide you in analysis of your organisations engagement with disability inclusion:

| | | |
|---|---|---|
| 1. Does the organisation have policies, action plans or strategies that deal with people with disability? | 2. Is the organisation accessible in practice (includes buildings, people, and policies)? | 3. Does the organisation promote accessibility? |
| 4. Were the policies, action plans and strategic plans formulated with input by people with disability? | 5. Are people with disability meaningfully included in the organisation at all levels? | 6. Does the organisation promote participation of people with disability? |

You should keep in mind each area of your organisation when you are considering these questions:

- Leadership and governance
- Policies and Programs
- Workforce
- Working with other agencies/organisations

Please complete the tables on the next two pages to identify areas of strength, areas for development and priorities.

PART 2: Disability Inclusion Self-Assessment Matrix

| Keeping in mind the full breadth of the organisation consider these questions: | 1. Does the organisation have policies, action plans or strategies that address people with disability? | 2. Is the organisation accessible in practice (includes buildings, IT, systems, structures people/workforce planning, and programs)? | 3. Does the organisation promote accessibility? |
|---|---|--|---|
| Areas of strength (current actions) | | | |
| Areas for development (gaps in actions) | | | |
| Areas for Prioritisation (target areas for increasing inclusive policy and/or practice) | | | |

| | 4. Were the policies, action plans and strategic plans formulated with input by people with disability? | 5. Are people with disability meaningfully included/ represented in the organisation at all levels? | 6. Does the organisation promote participation of people with disability? |
|---|---|---|---|
| Areas of strength (current actions) | | | |
| Areas for Development (gaps in action) | | | |
| Areas for Prioritisation (target areas for increasing inclusive policy and/or practice) | | | |

PART 3: Action Planning

Take the areas identified as priorities in PART 2 and insert them into the below action planning table as target areas for moving your organisation forward on disability inclusion.

Include a description of the action, think about any resources that are required, assign who will be responsible for each action, set a timeline, and decide how you will monitor this action and decide how you will know when it is successful.

PART 3: DISABILITY INCLUSION ACTION PLANNING

| Priority Action Item | Who will be responsible? | What resources are needed? | What is the timeframe for completion? | How will we measure its impact? |
|----------------------|--------------------------|----------------------------|---------------------------------------|---------------------------------|
| 1. | | | | |
| 2. | | | | |
| 3. | | | | |
| 4. | | | | |
| 5. | | | | |
| 6. | | | | |
| 7. | | | | |
| 8. | | | | |
| 9. | | | | |
| 10. | | | | |

PART 4 – Measuring your progress

(optional section)

1. Developing a scale

Some organisations may find it useful to incorporate a scale to measure progress over time. There is no set definition for the lowest level of inclusion or highest level of inclusion, and the following step will form the definition relevant for your organisation only. Start the scale by defining what no disability inclusion would look like in your organisation, and what full inclusion would look like.

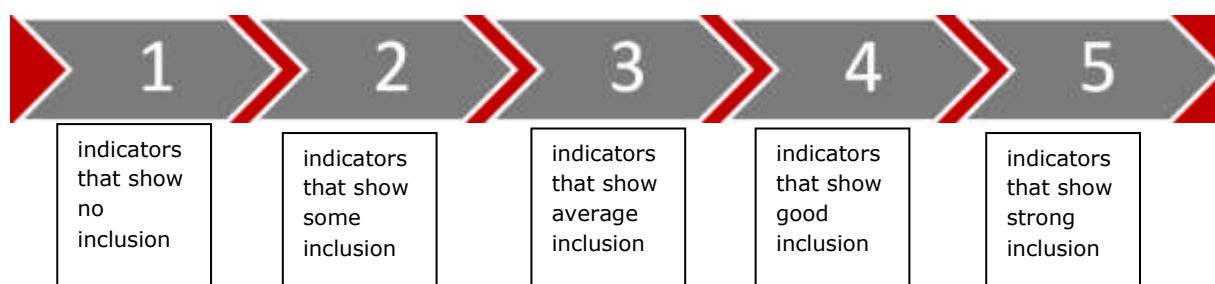
Set a 5-point scale, with 1=no inclusion, and 5 = full inclusion.

2. Brainstorm indicators

Brainstorm what the level of disability inclusion would look like at each stage 1, 3, and 5 for your organisation. A list of indicators can be drawn from the possible actions provided at the beginning of this tool. The list is not exhaustive, and you are welcome to consider other factors relevant to that section.

3. Measuring change

Using the scale may assist organisations to quickly identify change over time. The score could be used to identify overall inclusion or to assist analysis of each section of the organisation's engagement.



CBM Australia: Organisational Assessment Scale- Benchmarking Disability

| 1.0 | Aspect 1 - Technical Capacity on disability inclusion | 0 | 1 | 2 | 3 | 4 | n/a | |
|-----|--|---|---|---|---|---|-----|-----------------|
| 1.1 | There is a person and/or division responsible for disability inclusion in the organisation (i.e. has time allocated to disability inclusion) | | | | | | | |
| 1.2 | Disability inclusion is incorporated into orientation/mandatory training programs for all staff (i.e. regular orientation to the rights of persons with disabilities and supported to work on inclusion) | | | | | | | |
| 1.3 | Disability inclusion analysis is built into all programs planning, implementation, and M&E procedures | | | | | | | |
| 1.4 | The organisation is partnering with other organisations that support technical capacity (i.e. DPOs, CBM, etc). | | | | | | | |
| 1.5 | All programs collaborate actively with DPOs and disability service providers (including government) | | | | | | | |
| 1.6 | The organisation is systematically offering orientation on the rights of persons with disabilities to their local partner organisations (i.e. capacity building) | | | | | | | |
| | SUB TOTALS | | | | | | | TOTAL (Average) |

| | | | | | | | | |
|-----|---|---|---|---|---|---|------------|-----------------|
| 2.0 | Aspect 2 - Accountability | 0 | 1 | 2 | 3 | 4 | U/K N/A | Comments |
| 2.1 | Data on disability and sex is collected in all programs and projects | | | | | | | |
| 2.2 | Disability awareness is included in job descriptions and/or in performance criteria for all staff in the organisation | | | | | | | |
| 2.3 | Disability inclusion from a rights-based perspective is a crosscutting issue in the organisation and is included in organisational strategy documents as a key issue for organisational effectiveness (e.g. strategy, annual reports, etc). | | | | | | | |
| | SUB TOTALS | | | | | | | TOTAL (Average |

| | | | | | | | | |
|-----|--|---|---|---|---|---|------------|-----------------|
| 3.0 | Aspect 3 - Political will | 0 | 1 | 2 | 3 | 4 | U/K N/A | Comments |
| 3.1 | Senior management are actively supporting and take responsibility for integration of disability inclusion across the organisation (incl. HR, corporate, programs, media and communications) | | | | | | | |
| 3.2 | HR are actively supporting the recruitment of people with disability to the workforce (i.e. affirmative action, such as job ads in disability networks) | | | | | | | |
| 3.3 | People with disabilities are represented at all levels of organisation, including in senior decision-making and governance positions | | | | | | | |
| 3.4 | The organisation is budgeting adequate financial resources to support disability inclusion, including to reasonably accommodate people with disabilities in the organisation and in its activities | | | | | | | |
| 3.5 | The organisation infrastructure is accessible (i.e. the whole workplace) | | | | | | | |
| 3.6 | The organisations information and communications are accessible (i.e. website, brochures, etc) | | | | | | | |
| 3.7 | The organisation promotes inclusion to others; included in all existing lobbying, advocacy and networking activities by, including by the CEO/senior level and project staff | | | | | | | |
| 3.8 | All events conducted by the organisation are inclusive | | | | | | | |

| | | | | | | | | |
|-----|---|--|--|--|--|--|--|-----------------|
| | | | | | | | | |
| 3.9 | The organisation is registered with ADDC and is engaged in activities | | | | | | | |
| | SUB TOTALS | | | | | | | TOTAL (Average) |

| | | | | | | | | |
|-----|---|---|---|---|---|---|------------|-----------------|
| 4.0 | Aspect 4 - Inclusive Culture | 0 | 1 | 2 | 3 | 4 | U/K N/A | Comments |
| 4.1 | Disability inclusion issues are taken seriously and discussed openly by staff across the organisation | | | | | | | |
| 4.2 | People with disabilities are employed in the organisation | | | | | | | |
| 4.3 | Staff are encouraged to identify where reasonable accommodations will support their work | | | | | | | |
| 4.4 | There is an informal or formal mentoring program initiated in the organisation for people with disabilities | | | | | | | |
| | SUB TOTALS | | | | | | | TOTAL (Average) |

The meaning of the Score: To what extent does our organisation demonstrate each aspect component?

| | |
|----------------------|--|
| 0 | This component is not/hardly ever present in the organisation |
| 1 | Sometimes addresses this component in the organisation: A compliance mindset at best on this component; disability inclusion is being discussed. |
| 2 | Often addresses this component: There is the beginning of strengthening the organisation towards disability inclusion; increased readiness |
| 3 | Mostly addresses this component: Achieved a lot in this aspect of disability inclusion and readiness, but requires further action to be consistent |
| 4 | Always addresses this component: Comprehensive and robust approach |
| Unknown (U/K) | There is insufficient knowledge about the organisation to make a judgement |
| Not applicable (N/A) | Not applicable to the organisation (e.g. if the organisation is too small to achieve employment of a person with disability at every level of organisation, or if there are no staff with disability employed it is not possible to state if reasonable accommodations are made) |

This scale has been adapted from:

- the Australian Red Cross Gender Capacity Building Tool Pilot Version 27 September 2010
- O'Mara, J & Richter, A (2011) Global diversity and inclusion benchmarks: standards for organisations around the world. Retrieved from http://qedconsulting.com/files/GDIB_2011.pdf
- findings of the CBM Australia ANCP Organisational Engagement with Disability Inclusion Research Project, October 2014, Disability Inclusive Development Department.
- Light for the World - Toolkit to support organisation assessment on disability inclusion

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