Employer Toolkit

A GUIDE ON DISABILITY ETIQUITTE IN HOSPITALITY

HI Hospitably Inclusive Project

Food Brings All People Together

CBS inc.

Community Bridging Services (CBS) Inc.

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Community Bridging Services (CBS) Inc.

Flinders UNIVERSITY

Welcome | Executive Summary

This Toolkit has been created for the employers in the hospitality industry and is relevant to all venues looking to become more inclusive of both employees and customers with disabilities.

Over recent years, literature has consistently detailed the financial and business-related benefits of employing people with disabilities within the hospitality industry. Across the employment cycle, employers should not be concerned about employees with disabilities and instead make use of this underutilised labour pool (Bonaccio, et. al., 2019).

Social enterprises that have employed people with disabilities have seen long-term benefits for brand value and customer loyalty, with disability employment seen as important to the public (Vashishth & Jhamb, 2021; Kalargrou, et. al., 2020). Literature has also shown that hiring employees with disabilities can enhance the business' competitive advantage through diversifying their employee and customer base, increasing innovation, work ethic and safety (Lindsay, et. al., 2018). Job Access (2022) reported 90% of employees with disability are as productive or more productive than workers without disability and have superior safety and attendance records. This means it can be more affordable to employ people with disabilities due to lower recruitment, employment, insurance cover and compensation costs (Australian Government, Job Access 2022). Businesses may be eligible for a range of subsidies and incentives.

Literature has identified gaps within the current employment industry and the need for more education and advocacy for viewing people with disabilities as viable candidates for jobs, as well as making the environment within the hospitality industry more inclusive (Lindsay, et. al., 2018). Disability inclusion and awareness are key areas in employment as it helps employers to hire and support employees with disabilities, creating a new social norm (Lindsay, et. al., 2018).

The Toolkit is separated into two sections for easy navigation:

Part 1: *Supporting Employees with Disabilities*, aims to educate and support employers in how to be more inclusive of employees with disabilities within their workforce.

Part 2: *A More Inclusive Venue for People with Disabilities,* aims to increase the accessibility and inclusivity for customers and employees with disabilities in hospitality.

Part 1 – Supporting Employees with Disabilities

Introduction to Part 1

The first part of the CBS Inc. Employer Toolkit will focus on how employers can support their employees with disabilities. This section aims to help employers build confidence on how to best support the needs and accommodations employees with disabilities may require.

Part 1 will include;

- Understanding the benefits of employing people with disability.

- Understanding the physical, psychological and social needs of employees with disability.

- Support for employers' legal responsibilities when employing people with disability.

1.1 Benefits of employing people with disabilities

Employing people with disabilities can provide many benefits to the hospitality industry. Employees with disabilities have several positive qualities that can aid workplace engagement, staff retention, extend the customer base and loyalty, and have both cost-saving and profit-building advantages. For a full discussion of the benefits, see Appendix 1.

> "[Managers] come to us and say "Please find me another employee with disability. It makes the organisational climate better" (Buc, 2010).

This video introduces the benefits of diversity within the workforce: JobAccessGovAu. (2019, February 26). *2.2 Disability Employment Basics - Diversity makes good business sense*: https://youtu.be/oojpKu2B3Hg

> "Having a job gives me a sense of independence, responsibility…and achievement. It lets me know I can work alongside my peers" (J. Leonard in Job Access, 2019).

> "92% of consumers felt more favourable to companies that hire individuals with disabilities" (Siperstein et al., 2006).

> "People with disability came to shop with others like them; they recommended their family members, friends and acquaintances…" (Buc, 2010).

Qualities of People with Disabilities

Punctual & reliable

→ Reduced absenteeism and staff turnover rates

Productive – dedicated & driven to show employers what they are capable of

Loyal & highly engaged when treated with respect and inclusion

Willing to have flexible work arrangements

Increased Labour Pool and Customer Base

People with disabilities are an untapped market

Assists with managing hospitality labour shortages.

Diverse workforce

→ Inclusive space for customers

Builds strong, loyal community networks

→ Increased sales

Positive Impacts on the Employee Workforce

Maximises workforce talent

Accommodations benefit ALL employees

→ ↑ workforce engagement

Normalises inclusion of people with disability.

"The way [company] is so inclusive of people with disabilities and…value everyone's opinions makes me want to come here and work" (J. Leonard in JobAccess, 2019).

Financial Benefits

↓ recruitment + training costs

↑ customer sales

→ ↑ profits

Most employees with disability don't require specific arrangements to work

→ Accommodations generally have minimal expense

Access to financial support & wage subsidies

1.2 Understanding the needs of employees with disabilities

The needs of employees with disability vary from individual to individual. It is important that you discuss directly with the person with disability you are hiring how you can best support them. This section provides information on the common physical, psychological and social needs employees with disabilities may have, to help you prepare for their entry into your workforce.

This video introduces some of the needs of employees with disabilities in the workplace. JobAccessGovAu. (2019, February 26)*. 5.1 Getting your workplace ready - Sharing information about access requirements*: https://www.youtube.com/watch?v=OIrJNdDssng

1.2.1   Physical

This video provides information on making physical workplace adjustments. JobAccessGovAu. (2019, February 26). *5.3 Getting your workplace ready - Making physical workplace adjustments:* https://www.youtube.com/watch?v=SsaRI1uNLPw

Lower Body Mobility

This is the ability of an individual to move around, bend down, climb steps, stand, sit and kneel. A person's mobility may range from using a wheelchair or other equipment such as a walking frame or stick, to being able to walk short distances unaided. A person may also have difficulty standing for long periods of time.

These are some accommodations you can make to make to make the workplace more accessible.

General

Clear floorspace free from trip hazards	Wide enough paths for wheelchairs	Automatic doors	Allow staff to perform some tasks seated

Kitchen staff

Heatproof mats for wheelchair users	Shelves and countertops at lower heights

Waitstaff

Assign specific sections of the floor to staff, considering the walking distance from kitchen to tables

Upper Body Mobility

This refers to being able to reach one's arms in front of the body, above the head and behind the back with ease. It also refers to performing small finger precision movements like picking up objects and gripping them. For example, opening a jar or turning an oven dial.

These are some adjustments you can make to make the workplace more accessible:

General

D-shaped door and cabinet handles →

Wide rocker-style switches →

Kitchen staff

Side-opening ovens → Adaptive kitchen equipment →
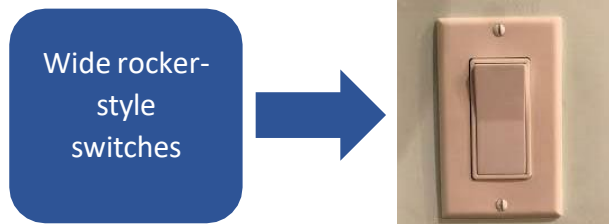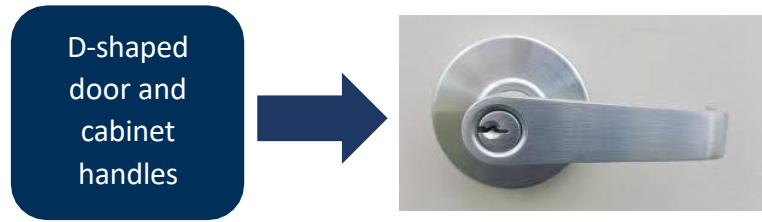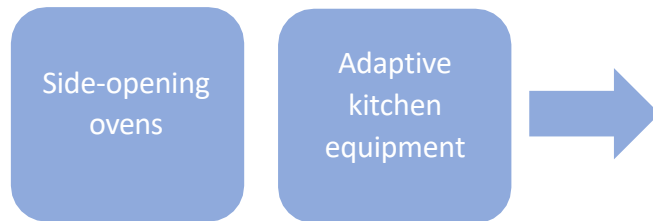
Can opener pull   **Angled knife**

Big-grip palm peeler

Vision

There are many different aspects of sight that can be impacted by vision impairment, some of which we will cover in this section of the Employer Toolkit.

People with vision impairments may experience blurriness or have difficulty seeing contrast between colours. The image below shows some ways someone with vision loss may see text.
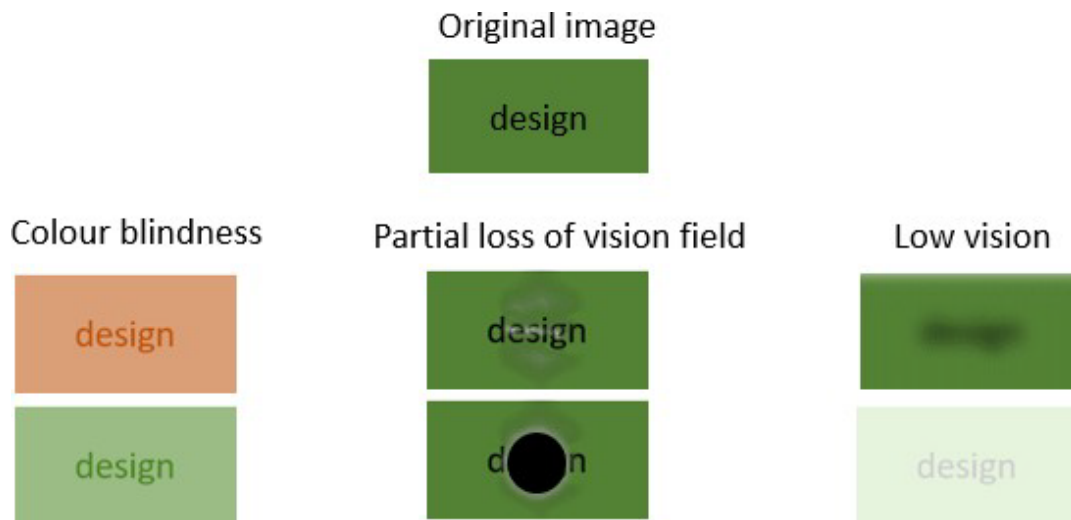
These are some adjustments you can make to make the workplace more accessible:

Acceptable volume of noise	Task lighting at work stations	Readily available magnifiers	Talking equipment, e.g. scales, timers	Different floor finishes (e.g. wood, tile) to aid wayfinding

Tactile/ Braille equipment →

Braille labeller

Cutting boards with different symbols and colours

Braille measuring cups
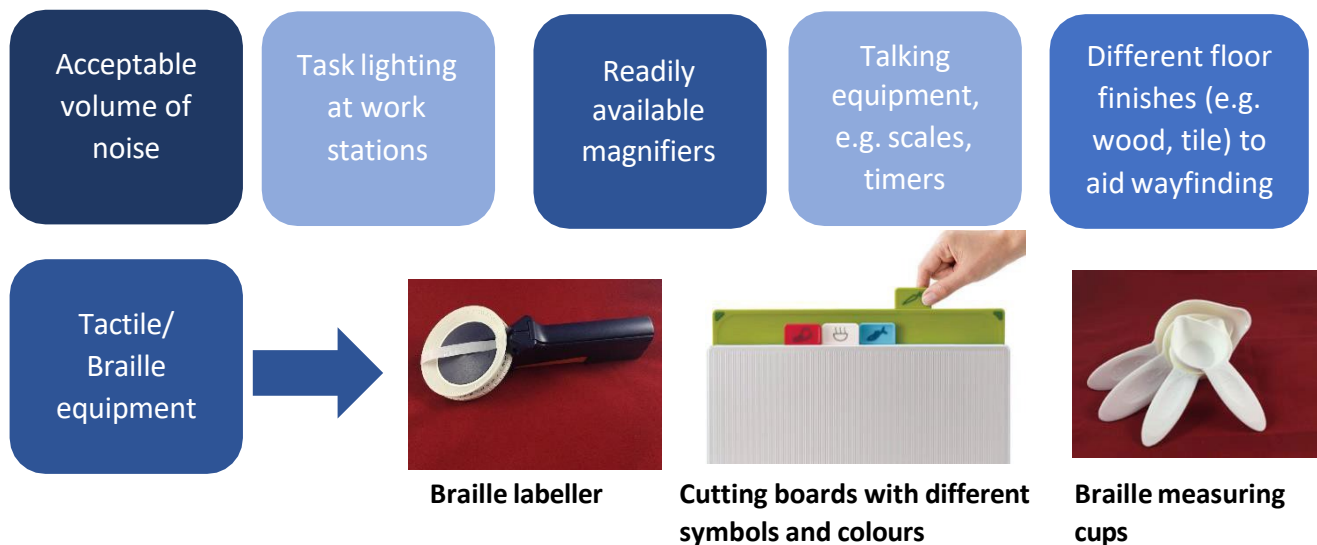
Hearing

Hearing impairment and loss occurs on a spectrum and can affect how volumes and pitch are heard as well. People who are hard of hearing may use hearing aids or cochlear implants, and may communicate by spoken language. People who are deaf have very little or no hearing, and may use sign language for communication.

These are some adjustments you can make to make the workplace more accessible:

❌	Avoid using similar sounds for different tasks	✅	Use good quality sound systems
❌	Avoid very loud or high-pitched sounds	✅	Install hearing loops
✅	Consider acoustics and sound reflection in venue design	✅	Transparent face shields to facilitate lip-reading
✅	Invest in teaching hearing staff and managers sign language (AUSLAN)	✅	Provide notepads or whiteboards for diners to write their orders

1.2.2   Psychological

Thinking

Thinking is the ability to process information, pay attention, store memories, select appropriate responses to situations and understand others. Some individuals with disability may experience difficulties with thinking processes. This could be seen as difficulty concentrating on tasks, remembering information or forming clear thoughts.

Not all people with disabilities will experience thinking difficulties and won't require any extra support. It is important to ask your employees about their individual needs. However, there are

several ways you as an employer can support individuals with thinking difficulties to help them succeed in the workplace.

Visual Thinking

Visual thinking includes learning by objects, images and sketches rather than words or audio. Using consistent visuals helps reduce the amount of time and memory an individual requires to find the desired feature. This helps people become more efficient at their jobs. Ways to support this could include:

All buttons on equipment for the same function are all one colour.
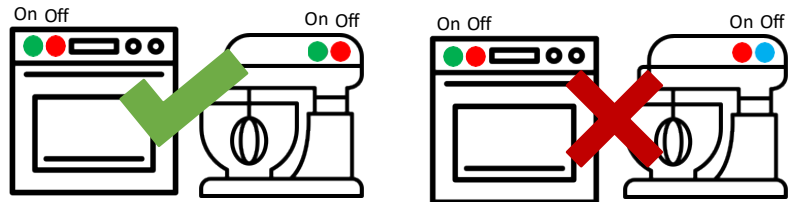
Align controls in the same order as the equipment.

Example: The controls are the same layout as the hotplates or the timers are in the same order as the fryer baskets.
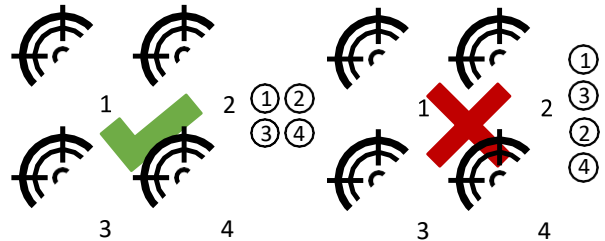
Use the same symbols for the same functions.

Example: all 'off' buttons are a circle and all 'on' buttons are a flame symbol.

Colour coordinate equipment

Visual Instructions

Example: Pictures on recipes for how to plate meals or how to set tables.

In-person or video staff training demonstrations

Example: Video showing how to take an order on the till or staff member showing how to carry a drinks tray.

Concentration and Information Processing

In the workplace, an individual's attention may be overloaded with all the different people and tasks going on around them. This can make it difficult to concentrate or process information, resulting in tasks being forgotten or completely incorrectly. To prevent this, ways to help concentration and information processing include:

Provide written materials and information (e.g. equipment instructions and task processes).

Written summaries of key information for tasks in the job role.

Written checklists of tasks to be completed.

Clearly explain your expectations for a task.

When training keep information short. Focus on one task at a time.

Avoid complex processes; keep the naming of things consistent and in the same location.

Napkins

Serviettes Napkins

Language and Speech

Thinking difficulties can influence the ability to interpret language and speech. Ways to assist individuals in understanding your language and speech include:

- Using clear, simple language for written documents and signs.

- Use photos and visuals to supplement written text.

- If using audio, ensure it is clear and the volume is adjustable.

- Repeat complex concepts and re-explain things when needed.

- When speaking, provide pauses for individuals to process the information provided.

HOW WOULD YOU FEEL IF?

The text on the only instructions you had was jumbled and nonsense and there was no-one to ask for help.

This can be similar to what people with thinking disability experience.

Communication

Communication difficulties include difficulties interpreting and delivering information in writing, verbally or visually. They can be related to or separate from thinking disabilities. For example, people with thinking disabilities may have challenges interpreting or performing written communication, however, individuals with visual or motor disabilities may also experience these same difficulties. Ways to promote good communication can include:

Make information available in different formats (e.g., written paper-copy, written digital copy, verbally, video, audio).

Ask an individual how you can best communicate with them (e.g. visually, verbally, written).

Introduce yourself clearly by your name and role.

Use appropriate, respectful and inclusive language. Avoid being judgemental or shameful. See Section 1.2.3: Social – Inclusive Language on Page 14.

Ask questions to know that you understand the other person and that they have understood you.

Don't pretend to understand what a person is saying. If you don't understand them, ask them to repeat themselves or try a different way of communicating.

HOW WOULD YOU FEEL IF?

You were working in a café when your employer became angry at you for not doing as they asked, but you couldn't hear what they were asking because the music was so loud?

This can be similar to what people with hearing disability experience.

Be patient, give people time to finish what they want to say.

When speaking to people with vision disabilities, introduce yourself when approaching or leaving and explain what you are doing verbally.

1.2.3   Social

Social Inclusion

Social inclusion involves respecting people for their differences and right to control their own lives, mutual, valued relationships and providing opportunities that provide meaningful contribution to and participation in society (Australian Royal Commission, 2020).

Without social inclusion, people with disabilities may feel isolated and worthless, and psychologically harmed by employers and co-workers. These things can contribute to reduced productivity, low morale and increased employee turnover.

While social inclusion often goes unnoticed, ways to promote social inclusion in the workplace include:

Providing equal opportunities to training, professional development and promotions.

Including people with disabilities in staff meetings and social events just like any other staff member.

Avoid treating people with disability as a 'token'.

Avoid singling them out as 'different' or 'the one with disability'.

Identify and address discriminatory attitudes from other employees.

Provide equal opportunity for people with disability to contribute their knowledge, skills and feedback.

"I just want to be another person maybe with a diversity of thought...different experiences...but not a person that is just diverse because I look different" (Nungent et al., 2019).

Inclusive language

The language we use has a big impact on the inclusivity of a workplace and in society in general. It helps breakdown stereotypes and shows an individual that they are respected and heard. It also helps employees and customers feel welcomed and included in the workplace, improving employee wellbeing and business performance. It is important to use inclusive language when both talking to and about an individual and to recognise language that is not inclusive.

Below is a guide to inclusive and non-inclusive language. However, remember that everyone is different and some people with disabilities may prefer you use specific terms related to their disability. Be open to changing what you have always thought is 'normal' and appropriate to say. If unsure of what the correct language is, it is always best to ask the person you are speaking to.

	Inclusive Language	**Non-Inclusive Language**
Use person-first language Places focus on the person, not their disability	'Person with disability' 'Person with autism spectrum disorder' 'Person with schizophrenia'	'Disabled person' 'Autistic person' 'Schizophrenic'
Avoid victim terms These are patronising and offensive.	'…experiences [condition]' 'Uses a wheelchair'	'Inspirational', 'Courageous', 'Suffering from', 'Confined to' 'Struck down by'
Avoid negative words	'Person who uses a wheelchair' 'Person with a learning disability' 'Person with a mental health condition'	'Handicapped' 'Crippled', 'Diseased' 'Maniac', 'Psycho' 'Mute'
Avoid slang words or offensive sayings	'Person with a disability'	'Differently abled' 'Special needs' 'The only disability in life is a bad attitude'
Avoid 'abled' comparisons	'Person without disability' 'Sighted person', 'hearing person'	'Non-disabled', 'Able-bodied', 'not blind', 'not deaf'
Use positive words	'Inclusivity or accessibility strategy'	'Disability strategy'

1.3 HR practices

1.3.1 Recruitment process

By employing people with disability, you are helping to reduce the stigma and stereotyping that is often associated with people with disability. This allows people with disabilities to be treated as equals within our community and feel more welcome as they enter venues as a consumer.

1
- Include Statements such as "People with disability are welcome to apply", "Flexible work arrangements open for discussion" in the job advertisement.

2
- Use clear, plain English without jargon.
- Accessible formats, e.g., large print, easy-read or with alternative text.
- Advertise through Job Access and Disability Employment Services (DES) providers.

3
- Consider customised jobs, allow for flexible work arrangements such as home-based work, supervision and mentoring.
- Focus on what is needed to be done, rather than how.
- Distinguish between the essential requirements and the "nice-to-haves".

1.3.2 Interview and selection process

Hiring a person with disability is not a matter of charity. Rather, it is giving an employee with a disability a fair opportunity to show their skills and suitability for the job.

Before:	
Understand if the candidate requires any accommodations to perform their best at the interview/selection test.	e.g., Having an AUSLAN interpreter present.

During:	
Questions should be job-related, not personal.	Use inclusive, respectful, non-discriminatory language.
Don't ask what they can't do.	Instead, ask how they would do it, or how you can support them.

Bottom line:
Research has shown that employees with disability are resourceful, adaptive and creative problem-solvers, and assistive technology may also be available.

1.3.3 Support in the workplace

Once hired, it is important to ensure that your employee is adequately supported in the workplace to perform their job well, fulfil their potential and to develop with the same opportunities as other team members. Refer to Section 1.4.4 for Reasonable Adjustments.

It is important to note that employees are only obliged to disclose their disability if it affects their ability to perform their job, or to do so safely. Some employees with invisible disability may choose not to disclose it to you and this decision should be respected. Once employees have disclosed their disability, it is your legal responsibility under the Disability Discrimination Act (1992) to consider steps that can be taken, such as training or workplace modifications, to ensure that they are not discriminated directly or indirectly. You will also need to keep any information

about their disability confidential and require written consent to share that information with others in the organisation. Usually, you will not need to explain that an employee has had adjustments made other than that it is necessary for them to perform their job.

If you are unsure about the need for workplace accommodations, assistive technology or flexible work hours, you may ask your employee. However, it is important to explain the reason that you are asking. Any changes to the workplace, work health and safety practices, or existing policies and procedures is ideally to be done in consultation with your employee.

- This booklet by the Australian Network on Disability (2016) provides information about sharing disability information in the workplace: https://disability.royalcommission.gov.au/publications/exhibit-19-00801-drc999900960001-sharing-and-monitoring-disability-information-your-workforce-guide-employers
- This short webpage (Job Access, 2017) explains what you need to do if your employee tells you about their disability: https://www.jobaccess.gov.au/employers/supporting-staff-disclose-disability

1.3.3   Discussing performance with employees

Most employees with disability are able to perform their job well, and assumptions should not be made that their disability hinders their performance. However, there are occasions when this may be raised during periods of affected performance or conduct. These are some suggestions with regard to how you can best respond and support your staff:

- Begin an interactive process as soon as possible, ask them what reasonable adjustments they may require to perform the core functions of their job.
- Set goals and timelines with your staff to implement the reasonable accommodations.
- Consider re-evaluating their performance after a period of time or taking any disciplinary action if poor performance or conduct persists after reasonable adjustments are made.
- This short document, 'Managing staff' by Job Access, talks about the do's and don'ts of discussing an employee's performance or conduct: https://www.jobaccess.gov.au/sites/default/files/6.1%20Managing%20staff.pdf

1.3.4   Further resources

Work Assist Program

Under this program by CBS Inc., employees who are struggling with workplace performance due to a disability, medical or mental health condition and their employers can receive support **at no cost**. This includes:

- Access to workplace modifications, if required.
- Skill development and on-the-job support.
- Mentoring and positive role-modelling.
- Training and education support for both the employee and the workplace team to better understand the worker's medical conditions.
- Support to access medical assistance, and to manage any barriers affecting the employee's ability to work.
- Transport to get to work and Work Assist Program appointments.

Jobnet Employer Program

> I have nothing but praise for CBS Inc. and the work it performs. I am happy to take on other employees which will benefit my business.
>
> Asa, The Australian Wheat Bag Store

The CBS Inc. Jobnet Employment Program provides Disability Employment Services (DES), an initiative funded by the Australian Government. The program supports local businesses by providing free recruitment services, support from the onset and throughout employment.

What we offer your business
Pre-employment training

Tailored job matching

Insured work experience

Paid work trials

Wage Subsidies

Supported Wage Scheme (SWS)

Facilitate workplace modifications

On the job support

Informal mentoring and buddying employees

How much does it cost?
It is free to businesses. CBS Inc. supports businesses with continual development by offering a wage subsidy when hiring CBS Inc. participants. The wage subsidy can assist with wages, training costs, uniforms, initial settling in expenses etc. So you can trial the engagement with little risk and appropriate support.

Need onsite assistance?
CBS Inc. provides on the job support if needed, using trained Employment Assistants to ensure the new staff successfully fit into the role. This is reassessed at regular intervals to ensure independence and integration in the workplace is achieved.

CBS Inc. can provide free short Disability Awareness Training to business staff if required.

Want support for existing staff?
CBS Inc. also delivers the Work Assist Program, an initiative of the Australian Government which provides support to existing employees who may be at risk of losing their job due to the impact of their injury, disability or health condition. It is a preventive tool, aiming at enabling the employee to maintain employment.

Benefits of Work Assist
- Assisting employers to retain valued staff
- Free service for both employees and employers
- Maintain productivity, quality and efficiency in the workplace
- Supporting people to keep their current job
- Facilitate access to workplace modifications and equipment, funded by the Australian Government.

If you are seeking new staff, call us today to see how CBS Inc. can help you find your match.

CBS inc.
Community Bridging Services (CBS) Inc.

CBS Inc. can provide a free recruitment service. Through understanding your business and attributes you desire from employees, CBS Inc. will help review position descriptions, advertise internally to interested CBS Inc. clients, conduct pre-screening interviews and shortlist candidates for you to interview.

CBS Inc. also helps with education and training for employees and personal development. CBS Inc. can assist with the induction process, on-the-job support for both employers and employees, and help in addressing workplace issues.

Wage Subsidies

Wage subsidies are offered by DES providers like CBS Inc. to businesses when hiring employees with disability. Subsidies can assist with wages, training costs, uniforms, initial settling in expenses, etc. These help employers to offset the costs of employment.

On-site support through Employment Assistants

Trained Employment Assistants can help provide moral support, task-oriented guidance, communication, general reminders and prompts in the first few weeks of employment to help a new employee to settle into the role. CBS Inc. can also provide a short Disability Awareness Training to staff members.

CBS Inc. – Certificate III Studies

CBS Inc. provides support to employees with disability to receive a Certificate III qualification through Alffie Australia **at no cost**. In addition, the following will be provided:

- Laptops and Wifi on site to study.
- Phone support to complete study from home.
- Mentoring and positive reinforcement.
- Access to a Support Worker for one-on-one assistance.
- Transport to get to study appointments.

Miscellaneous Resources

Further resources on how to support and manage your staff after hiring them can be found in the links below.

- The Job Access Employer Toolkit has short videos and document templates that address different areas of a business practice and what you can do to increase inclusivity and accessibility of your workplace: https://www.jobaccess.gov.au/employers/employer-toolkit
- The Perkins School for the Blind has created a guide giving tips at all stages from hiring to promotion and career development. The suggestions are not just applicable to employees with visual impairment, but general inclusivity management principles. https://www.perkins.org/resource/employer-toolkit-a-how-to-guide-on-disability-inclusion-for-managers/
- A National Disability Recruitment Coordinator (NDRC) can help link larger employers with potential employees with disability, and to provide disability awareness training and advice for inclusive workplace policies. This link provides more information about accessing an NDRC: https://www.jobaccess.gov.au/employers/about-national-disability-recruitment-coordinator
- The Australian Network on Disability provides support to employers, including training, mentorship programs, and a member network. This link provides more information: https://www.and.org.au/how-we-can-help-you/

1.4 Legal Considerations

1.4.1 Employer's Legal Responsibilities

[The Disability Discrimination Act (1992)](#) outlines unlawful and discriminating practices in employment (Sections 15 and 17), what constitutes disability harassment (Section 35) and offences under the Act (Sections 41 to 44) and exceptions to the Act (Sections 45 to 47).

Employers' main obligations include:

- Not discriminating against workers with disabilities either directly or indirectly.
    - This is relevant to determining a prospective applicant's suitability, salary, leave, superannuation, job responsibilities, provision of workplace environment, career development and training opportunities and termination.
- Prevent disability harassment in the workplace.
- Make reasonable adjustments when needed.
- Ensure work health and safety plans for employees with disability.
- Protecting the privacy and personal information of employee with disability according to the Privacy Act 1988.
- All employees including those with disability must be covered by workers' compensation insurance.

Further resources:

- This video, **'Fundamentals for organisations – Understanding your legal responsibilities'** by Job Access (2019), provides a quick summary of your legal responsibilities as an employer in hiring, termination, and all stages of the employment process: https://youtu.be/4Yf_-xvsoa0
- This short booklet, 'Disability discrimination', by the Australian Human Rights Commission (2014) explains what disability discrimination is and how to avoid it: https://humanrights.gov.au/sites/default/files/GPGB_disability_discrimination.pdf
- For more information on the Disability Inclusion Act (2018), visit: https://www.legislation.sa.gov.au/lz?path=%2FC%2FA%2FDisability%20Inclusion%20Act%202018

1.4.2   Insurance responsibilities of the DES and the employer

Gallagher is the endorsed insurance broker for Disability Employment Service (DES) providers.

For more information on specific insurance policy, refer to:

https://www.ajg.com.au/associations/national-disability-services-nds

1.4.3   How contracts are written and signed

It is important to ensure that the employee understands any employment contracts that need to be signed. It is beneficial to send these forms to them in advance to allow them time to seek assistance with filling in any paperwork if required. In the existing law of contract in Australia, if a person has impaired decision-making ability, a contract may be avoided on the grounds that a person did not understand the contract into which they were entering.

For more information, you can refer to the Australian Law Reform Commission's webpage 'Incapacity and contract law': https://www.alrc.gov.au/publication/equality-capacity-and-disability-in-commonwealth-laws-dp-81/11-other-issues/incapacity-and-contract-law/

1.4.4   What are reasonable adjustments?

Reasonable adjustments can involve physical modifications to the workplace environment, ensuring information is accessible to employees, or providing flexibility or alternatives to their work arrangements or responsibilities.

Physical modifications, e.g.	Technology and information, e.g.	Administrative or procedural, e.g.
Adjustable height desk	Screen-reading technology	• Flexible work arrangements • Writing instructions or flow charts for employees • Providing written as well as verbal feedback

Important things to note with reasonable adjustments:

- Do not assume all employees with disability require these.

- Have a conversation with employees to understand their needs.

- Most of these adjustments can be quite simple and inexpensive.

- Occasionally, accommodations may not be feasible ("unjustifiable hardship"). According to the Disability Discrimination Act, the onus on proving this is placed on the employer or manager.

These adjustments can make a significant impact on improving the ability of your employee to perform their job well. The Employment Assistance Fund may be able to cover some cost of making these reasonable adjustments. For more information, see Section 2.2.2 Sourcing and Using Assistive Technology.

Further resources:

- The video, 'Managing your team – flexible work arrangements', below Job Access (2017) provides more information about flexible work arrangements and legal requirements under the Commonwealth Fair Work Act 2009: https://youtu.be/FBFyuWG5QYA

- This webpage, 'Changing work areas and methods', by Job Access (2016) provides more examples about making physical changes to the workplace or changes to work methods: https://www.jobaccess.gov.au/employers/changing-work-areas-and-methods

"Really, I feel as though I do my job exactly the same as anyone else…The only difference is three mornings a week I have an interpreter here so I can participate in team meetings."

-Greg Psakis, Australia Post (Job Access, 2016)

"If I wasn't coping with customer contact, I would minimise my conversations and my boss would help out. When I was okay, I would make it my job to make conversation with the customers."

- Gary, café worker with mental illness (Australian Human Rights Commission, 2010)

1.4.5   Best Practice Policies and Procedures

Best practice policies and procedures help everyone foster an organisation-wide commitment to inclusivity of people with disability. Consider how your current business and management practices already incorporate some elements of these inclusive and open communication principles, and the ways in which these can be further strengthened. Part of this process is:

- Identifying overarching goals and objectives.
- Specifying strategies to achieve them and timeframes these should be implemented by.
- Outlining who is responsible for the strategies, and how achievement of goals or progress can be measured.
- Identifying potential inclusivity barriers (physical, communication or attitudinal) in current business practices or the venue features.

It is important that these policies and procedures are done in consultation with people with disability, including customers and your employees. Other stakeholders to involve include management, supervisors and other staff to ensure that the policies are acceptable and achievable to all in your business.

In the implementation of best practice policies and disability action plans, it is vital in the long run that all employees in the business know they have a responsibility to play. These responsibilities should be clearly communicated and included in job descriptions.

To ensure accountability and commitment to disability inclusion, consider making your commitments to disability inclusion publicly available, together with any process for highlighting any processes related to complaints and grievances. Regularly review processes, ideally annually, to allow opportunities to refine procedures and identify new action areas and timeframes.

Further resources:

- This link, 'How to develop an action plan', by the Australian Human Rights Commission provides background information of and a guide to developing an organisational disability action plan: https://humanrights.gov.au/our-work/disability-rights/disability-discrimination-act-action-plans-guide-business#developactionplan

- This document, 'Disability Inclusion Action Plan (DIAP) template', by Job Access shows example templates of disability action plans: https://www.jobaccess.gov.au/sites/default/files/3.2%20JobAccess%20Disability%20Inclusion%20Action%20Plan%20Template.pdf

1.4.6   Employment Assistance Fund

The Employment Assistance Fund (EAF) can provide financial assistance for employers

- To organise in disability awareness training, deafness awareness or sign language training and mental health training.

- To purchase assistive technology.

- To make physical modifications to the workplace.

- To purchase adaptive equipment.

You can contact a Job Access Adviser at **1800 464 800** to find out more about the EAF.

For more information on how to apply for the EAF, refer to 'Funding for workplace changes' by Job Access (2018): https://www.jobaccess.gov.au/employers/funding-workplace-changes

Part 2 - A More Inclusive Venue for People with Disabilities

Introduction to Part 2

This second part of the toolkit focuses on the many ways in which a hospitality can be more inclusive for customers with disabilities. These aim to enhance both physical and social inclusivity of a venue.

Part 2 will include:

- Management responsibilities
- Providing reasonable adjustments in food service for customers with disability requiring special or modified diets
- Ensuring people using alternative forms of communication are included and provided an opportunity to express their preferences and needs
- Creating a physically accessible and inclusive venue
- Providing information in accessible formats

2.1   Management Responsibilities

2.1.1   Staff Disability Awareness Training

Below are some comments of managers and customers that highlight the need for staff disability awareness training.

"I went to the restaurant with my friends for Christmas dinner. When we were escorted to our table, we met a very rude server. Because one of my friends was in a wheelchair, we asked our server to pull out one of the chairs. She gave us a funny look and rudely pulled out the chair. She seemed not be trained to handle disabled guests" (Song & Lehto, 2012).

"I am in management and they [staff] would come to me all panicked about how to approach somebody [with a disability]" (Carroll et al., 2018).

71.4% of customer-service employees reported never having disability awareness training.
97.2% were open to receive such training. (Swanepoel et al., 2020)

It is important to ensure employees are trained to interact respectfully both with customers and fellow co-workers with disability. There are a range of available training resources available that suit your needs.

1. The Australian Network on Disability offers an online course "Welcoming Customers with a Disability", where customer service staff can learn about different ways of communicating with a customer with disability, and understand your business' obligations under the Disability Discrimination Act and situations which can lead to unlawful discrimination. To register, email info@and.org.au.

2. Disability Awareness (Australia) runs a free online e-learning training that can increase your staff's awareness of the lived experiences of people with disability, and attitudinal and environmental barriers that perpetuate disability discrimination. You can sign up for the course through: https://disabilityawareness.com.au/courses/introduction-to-disability-awareness/

3. The Australian Network on Disability also offers an-hour long "Lunch and Learn" session where your staff can learn about working with people with disability, invisible disabilities and communication and etiquette. To book a session, email info@and.org.au.

4. If you have deaf employees, or would like your employees to be able to communicate with deaf customers, you can enrol them in Deaf Awareness training or sign language training.

If you prefer to organise an in-house training for staff that can be conducted during staff induction or orientation, you may refer to Appendix 2 for suggested content to be covered in the training. Furthermore, the Inclusive Waiter Training Module can assist you in training your staff. This can be accessed through CBS Inc.

2.1.2 Emergency evacuation for people with disability

It is crucial to consider people with disability in your emergency evacuation procedures. This includes how the emergency situation will be communicated to them and how evacuation routes are accessible to them. Below are some examples to consider:

Visual alarms, including employee break rooms and toilets	e.g., flashing lights or scrolling reader boards

Tactile wayfinding	e.g., ground surface indicators	e.g., Braille writing at hand level

Evacuation devices and training for fire wardens to operate these	e.g., stair descent devices for wheelchair users

Consider existing infrastructure in the venue and staff awareness of assisting people with disability to evacuate. Providing staff training and clear written procedures on responsibilities and response actions in the event of a fire or an attack is useful.

Additionally, personal emergency evacuation plans (PEEP) for employees with disability should be discussed ahead of time. It is important to seek consent in sharing disability information with other relevant staff such as chief fire wardens.

2.1.3   Reasonable adjustments in service of food and beverage

As a hospitality venue, it is important to be aware of and consider customers' dietary needs to be inclusive to customers, who may or may not have disability. The list below is not exhaustive but contains some of the more common needs of customers with disability.

2.1.2.a Dysphagia

Dysphagia is difficulty with swallowing and may be present in some disabilities such as intellectual disabilities, cerebral palsy, Down Syndrome, acquired brain injury or stroke.

A person with dysphagia may require the texture of their food to be modified to a particular consistency to avoid choking or breathing food into their lungs. As a hospitality venue, there is no expectation that you know all of the different texture requirements or to be able to accommodate them. A customer with dysphagia or their carer will be able to inform service staff of any specific needs they may have. It may be as simple as permitting customers with dysphagia to bring food from home and offering to cut things up or mash things finely if requested.

2.1.2.b Food Sensitivities

Some people with disability such as autism spectrum disorder (ASD) may be sensitive to the texture, smell, colour, taste or plating of the food. To be inclusive it is important not to pass judgement, to be responsive, and to accommodate the needs of the customer as reasonably practical. Describing the tastes of food or listing out the ingredients on the written menu may help people with food sensitivity and sensory processing difficulties to identify what is suitable for them. Similarly, informing them of foods with particularly strong smells can help too.

2.1.3.c Restriction diets and food allergies

Some people with disabilities such as autism spectrum disorder (ASD) may follow a gluten-free and casein-free diet as a form of treatment.

- Gluten is a protein found in wheat, rye and barley which means foods such as bread, cereals, pasta, beer, cakes, and sauces such as salad dressings, gravy and soy sauce may all contain gluten.
- Casein is a protein found in cow's milk and is therefore found in dairy products such as milk, yoghurt, and cheeses.

Others may have co-occurring food allergies, for example, coeliac disease is much more common in people with Down Syndrome. It is important that front-of-house staff are aware of common allergens and can confidently communicate with both customers and the kitchen staff about food allergies. As a hospitality venue, it is not expected that you are aware of all restriction diets or dietary management for people with disability. However, it is essential to have a good knowledge of menu items and common food allergens. To support your staff, have an ingredients list and allergens list readily available for kitchen and front-of-house staff to refer to when needed. Update this when brands or suppliers change.

It is important to have good communication between the chef, the customer and the waitstaff, and to clarify when in doubt or if special requests cannot be accommodated. To be inclusive, it is important to respect the customers' wishes in relation to avoiding certain foods and to not pass judgment.

2.2   Accommodating Different Forms of Communication

People communicate in different ways, and everyone has different needs to be able to communication successfully. For example, a person who is blind will communicate differently to a person who is deaf.

This video, 'Are you Communication Accessible?' by Scope Aust. (2013) provides examples of accommodating for customer's different forms of communication in the hospitality industry: https://youtu.be/egpDZSxDZUc

'One [participant] was delighted when he returned to a restaurant and found they were using visual supports which enabled him to order' (Carroll et al., 2018).

Ways to be inclusive of employees and customers with different communication needs include:

Visual Communication

Providing both written and visual signage, marketing materials, menus and workplace documents.

ORDER HERE ↓

PLEASE WAIT TO BE SEATED

Visual food and drink displays.

Offering in-person, online and phone ordering systems.

Braille for any written communication in the venue.
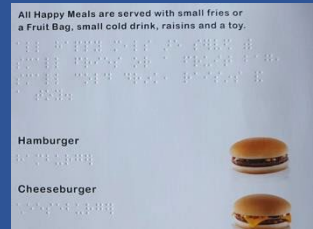
Pen and paper, or digital device for customers to write or type messages.

For individuals with hearing disability, remove your mask and don't cover your mouth with your hand or an object when speaking.

Verbal Communication

Deliver venue or menu information to customers verbally.

Train staff to greet customers and explain seating, ordering and meal collection processes.

Repeat what customers have said to ensure you have understood them.

Avoid trying to finish off customer statements or questions.

Physical Communication

Use props and gestures to explain things (e.g. pointing to a menu item, showing takeaway cup sizes).

When speaking, move to a person's eye level (e.g. sit down when speaking to a person using a wheelchair).

Face a person directly and use eye contact when speaking to them.

Don't exaggerate your mouth movements. This makes it more difficult to lip read.

Talk to the customer with disability, not other people with them.

2.2.1 Universal Design

Universal design, also known as inclusive design, is equipment, services and environments that are designed to be accessible for all. These designs allow anyone to participate and apply to both physical and digital spaces.

Universal design follows the principles that the design accommodates for a wide range of individual preferences and abilities, is simple and easy to understand, requires low physical/mental effort to use and has minimal hazards or negative consequences for using.
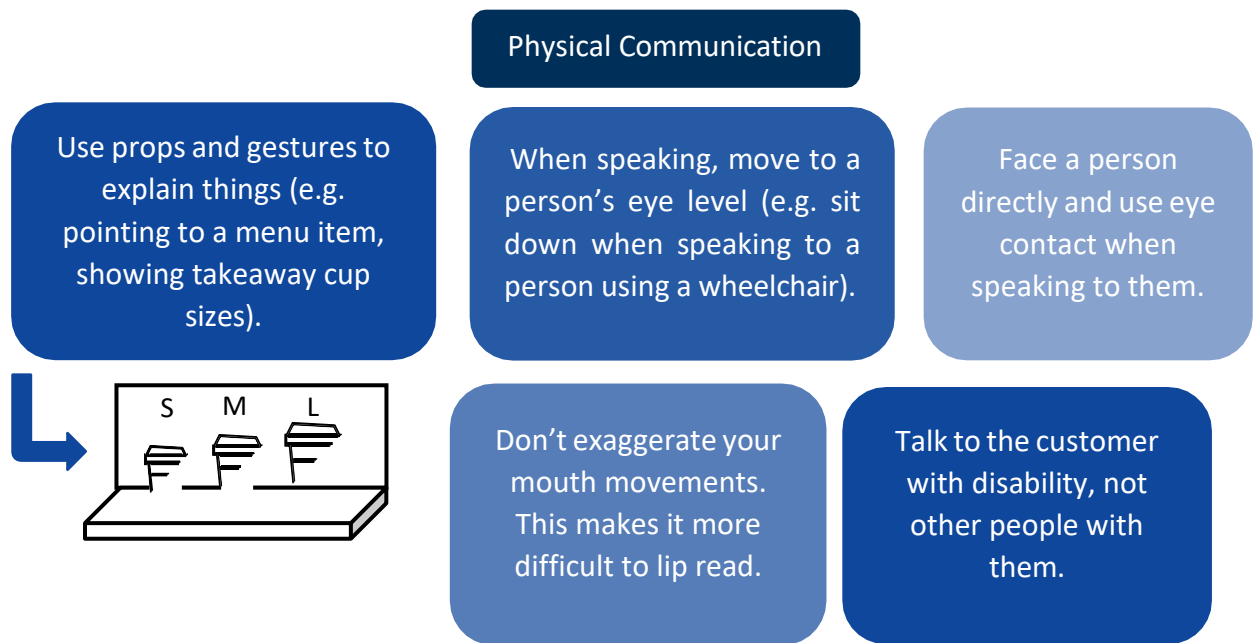
Ways to include universal design in your hospitality venue include:

- The venue entrance and layout are accessible for all, including people who can walk, use a wheelchair or use other mobility assistance.
- Venue furniture (e.g., countertops, tables, chairs) are useable by all. See Section 2.3: Physically Inclusive Design for more information.
- Use adjustable lighting to accommodate for all vision and sensory abilities.
- Any written materials use a large, clear font and visuals. These materials can be accessed in different ways (e.g., paper menu, online menu, verbal menu from staff). See Section 2.3.4: Customer Ordering Systems and Menus for more information.

This document, 'Universal Design Principles Checklist' by the Queensland Government (2012) provides advice for developing written and visual materials that are easy to read and understand: https://desbt.qld.gov.au/__data/assets/pdf_file/0012/10614/universal-design-principles-checklist.pdf

2.2.2 Sourcing and Using Assistive Technology

Assistive technology includes any item, equipment or software program that can maintain or improve abilities such as writing, reading, speaking, remembering, seeing, hearing or moving. This technology can assist people to work efficiently and productively, increasing the outputs and success of both employees and the businesses.

Assistive technology in the workplace could include:

Mobility aids
- Easy to control computer mouses (e.g., joystick mouse)
- Sensor-based switches (e.g., sensor light switches)
- Extendable reaching devices

Visual aids
- Screen readers or magnification software
- Instant messaging and spell-checker software
- Portable Braille displays and keyboards

Hearing aids
- Phones that amplify sound or connect to hearing aids
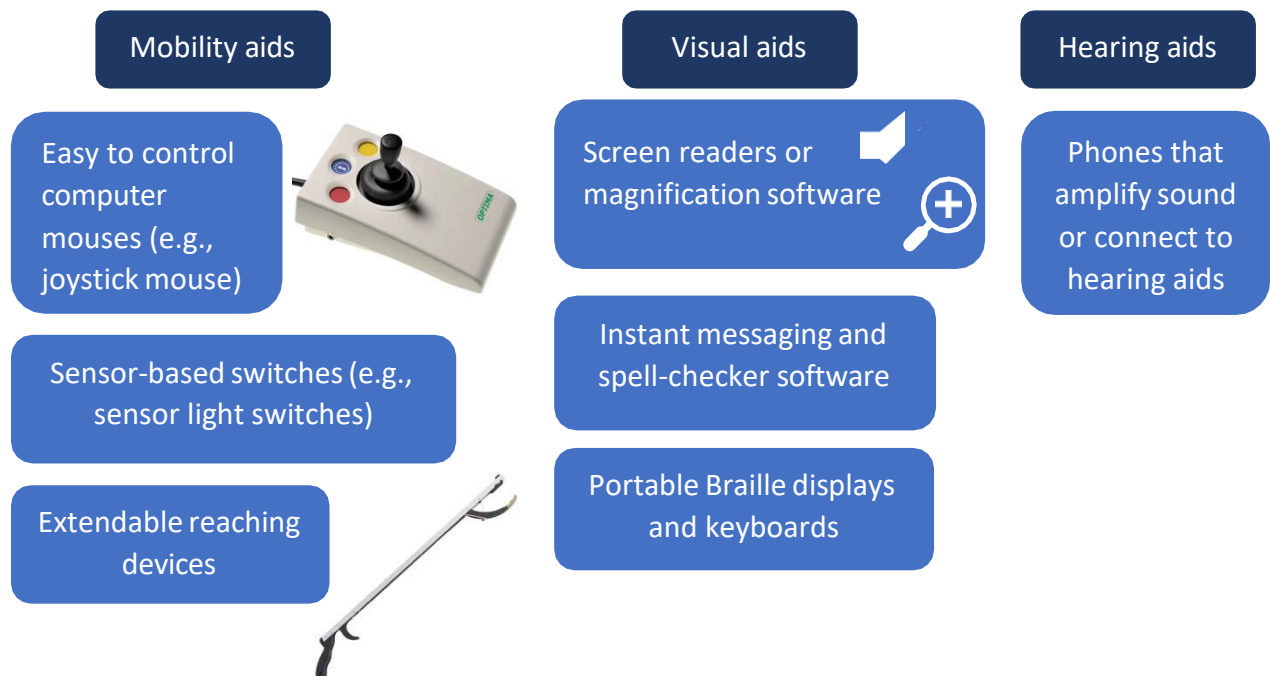
Assistive technology often has little to no expense. Some, such as screen magnification software, may already exist in your workplace. You may also be eligible for reimbursement through the Employment Assistance Fund for any assistive technology purchases you have to make. For more information on the Employment Assistance Fund see Section 1.4.6: Employment Assistance Fund.

When sourcing assistive technology, it is helpful to discuss the specific assistive technology that best suits a person's needs with the individual themselves.

This document, 'Assistive Technology in the Workplace for People with Disability' by the Deakin University and the National Disability Coordination Officer Program (2014) provides more detail into the types of assistive technology available for different types of disabilities:
https://www.ideas.org.au/uploads/resources/471/Assistive%20technology%20in%20the%20workplace%20booklet.pdf

Resources to help you get started sourcing assistive technology:

Assistive Technology Australia: https://at-aust.org/home/assistive_technology/assistive_technology

- Provides information on the types of assistive technology and how to obtain it.
- Assistive Technology Product Search: https://at-aust.org/search

Australian National Equipment Database: https://www.askned.com.au/

- Developed by Independent Living Australia. Provides a catalogue of available assistive technology.

2.3   Physically Inclusive Venue Design

To be a physically inclusive venue, you must be accessible to all people with disabilities. It is important to consider the design of your venue to ensure accessibility. There are different aspects to consider, and this section is designed to aid in considering how to be an accessible venue.
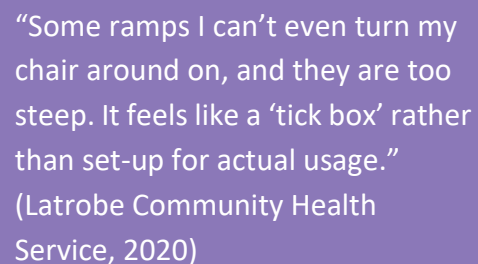
2.3.1   Physical Accessibility

There are various aspects to consider in order to ensure a venue is physically accessible to all. See Appendix 4 for the *'Is My Venue Accessible and Inclusive Checklist'* that can help you ensure you consider all relevant aspects for your venue.

In addition to considerations below that you can make to improve physical accessibility for customers with disability, you can also install prominent signages to indicate your venue's physical accessibility. These can be "hearing loop available", or signs that make it known assistance animals are welcome.

"Some ramps I can't even turn my chair around on, and they are too steep. It feels like a 'tick box' rather than set-up for actual usage." (Latrobe Community Health Service, 2020)

"I was disappointed because after getting ready and travelling by taxi I found I couldn't access the café because of my disability." (Latrobe Community Health Service, 2020)

These are some physical accessibility features you can consider:

For customers with mobility-related disability

Sufficient legroom under tables to seat comfortably with wheelchair

Consider height of counters, display cases and self-serve drink fridges

Chairs with back rests and arm rests

Provide chairs at waiting areas

Accessible bathrooms of appropriate size to fit wheelchair or walking frame or service animal

Being mindful that some people with disability need to use single-use straws

Moveable furniture, rather than those fixed to the floor

For low-vision or blindness

Provide large print/Braille menus or items in display cases.

Use contrasting colours and large print for menu displays

Have buzzers or beepers if diners need to rely on a screen/visual cues to self-collect orders

PREPARING	READY
782	778
783	780
790	
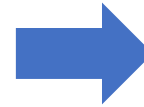
Avoid reflective materials for menu displays

FRESH BREAD ROLLS

For customers who are deaf or hard of hearing

Provide closed captions on television screens

Install hearing loops

Have good lighting so customers who lipread can see clearly

Reduce ambient noise by using table cloths, area rugs, chair leg covers

Consider round tables which allows people to lipread better

If orders are called out by staff, have buzzers or beepers

2.3.2   Sensory Spaces

Incorporating a sensory space into a venue is becoming more common as more people express the need for such spaces. These are some ways that you can create a sensory-friendly space for people with sensory issues:

> "The need for a fragrance-free environment is overlooked when it comes to discussion and practice around accessibility and inclusion. As an individual with chemical sensitivity I'm excluded…" (The Social Deck, 2019).

Seating
• Have a range of seating arrangements available (e.g., near a window, outdoors).
• Quiet seating areas can be placed away from the kitchen, bar, cashier till or bathroom.
• High-sided booths can provide privacy.

Reduce Noise
• Have light utensils that are not noisy when dropped or knocked against plates.
• Implement quiet "sensory-friendly" restaurant hours and publicise these hours.
• Maintain air-conditioners and heaters so they work quietly.
• Avoid lights that make a buzzing noise and replace faulty bulbs.

Lighting and décor
• Use neutral or cool colours instead of bright tones.
• Reduce overhead lighting, consider dimmable or adjustable lights.
• Reduce surface glare from the floor by adding area rugs.
• Tint windows to reduce glare from outdoor lights.
• Avoid flickering lights.
• Use natural lighting where possible.

Smells
• Use neutral-smelling air fresheners.
• Have seating arrangements away from the kitchen and bathroom.

Staff awareness
• Train staff to understand the purpose of these spaces.
• Check with guests if they are comfortable or adjustments need to be made.

Menu
• Have a sensory-friendly menu section which limits strong tasting or smelling foods and can be modified easily to accommodate sensitivity to colours and textures.
• Serve condiments on the side and be mindful of food touching each other.

2.3.3   Assistance Animal Friendly

Some people with disabilities require assistance animals. An assistance animal, also known as a service animal, is any animal accredited by an approved animal training organisation that is trained to assist a person with disability, and meets hygiene and behaviour standards for an animal in a public place (Disability Discrimination Act, 1992).

In South Australia, assistance animals are accredited under the Dog and Cat Management Act 1995 by either the Dog and Cat Management Board or another prescribed accreditation body.

This website by the South Australian Dog and Cat Management Board provides more information on assistance animal accreditation: https://dogandcatboard.com.au/dogs/assistance-dogs

Disability assistance animals must be considered as an extension of the person and it is a legal requirement under the Disability Discrimination Act 1992 that these animals are allowed to enter any facility the person is attending.

To recognise an assistance animal, often they may be wearing an identifying coat. However, as a hospitality venue, you may request evidence of their Accredited Assistance Animal Identity Card to confirm this.

To be inclusive of people with assistance animals:

- Provide enough space around tables and the venue.
- Have a water bowl that can be provided for assistance animals.
- Avoid asking to pet or petting assistance animals.
- Display an 'Assistance animal friendly' sign.
- Do not refuse access or discriminate against people with assistance animals without evidence of an accepted reason for refusal.

In certain situations, it is within your rights to refuse entry of an assistance animal as outlined in section 5.2.5 (c) *iv* – Assistance animal exemptions of the Disability Discrimination Act 1992. This article, 'Assistance animals and the Disability Discrimination Act 1992 (Cth)' by the Australian Human Rights Commission (2016) discusses examples of complaints received relating to assistance animal discrimination and reasonable vs unreasonable actions: https://humanrights.gov.au/our-work/disability-rights/projects/assistance-animals-and-disability-discrimination-act-1992-cth

This resource 'Assistance Animals' by the NSW Government outlines examples of what accepted types of valid accreditation may look like: https://transportnsw.info/document/3375/assistance_animals_accepted_types_of_valid_accreditation.pdf

2.3.4   Customer Ordering Systems and Menus

Customer ordering systems and menus are an essential part of any hospitality business. These tools allow you to communicate and market your products and services to your customers. Customer ordering systems and menu designs that are not accessible or inclusive to people with disability may reduce your access to this market, reducing potential sales and profits.

Providing different ordering systems can ensure your products can be accessed by all customers, accommodating for different physical, speech, sight and hearing abilities. These could include:

At counter ordering

Ordering via a digital device or online

Table service

Phone ordering

The menu is an important marketing and educational tool. It provides customers information on what is offered at the venue, the cost and forms an idea of the venue. A well-designed menu attracts a wider market of consumers and leaves a positive impression that reflects the business. To accommodate for individual's varying communication needs it is important that a menu:

- Has a universal design. See Section 2.2.1: Universal Design.

- Uses simple language to describe menu items, avoiding elaborate and complex words and descriptions.

- Is not cluttered or crowded with text.

- Includes pictures/visuals of menu items provided.

- Provides information of ingredients/allergens. If not, this information should be available elsewhere for customers.

Easy to Read Menu
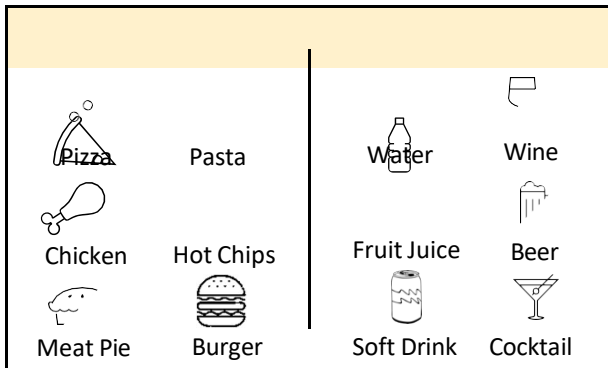
Difficult to Read Menu
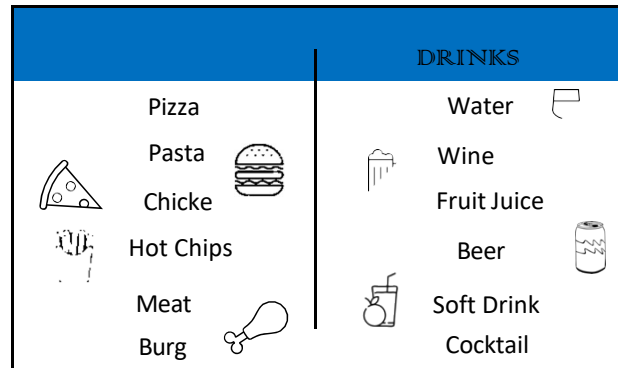
It is also important that your menu can be provided in different formats such as:

Paper menu

Above counter menu

Menu that can be spoken verbally or over the phone

Visual food and drink displays

Online menu

Menu

2.4   Marketing Materials and Digital Design

2.4.1   Marketing Materials

Alongside a menu that has an inclusive and accessible design (refer to Section 2.3.4), these principles should also be considered when developing all other marketing materials such as posters, tabletop displays and visual or audio advertisements.

To promote an inclusive venue, the visuals used on marketing materials should include a diverse range of people. This ensures the target audience feels welcomed and recognised by your venue. However, this should be done alongside genuine support and social inclusion for people with disability at your venue.

2.4.2   Accessible Website Design Website

Having an accessible website is another useful tool to help communicate to customers with disabilities. Much like what has been described in previous sections, it is important that your website uses an accessible, inclusive visual design and language. See sections 1.2.2: Psychological, 2.2: Accommodating different forms of communication and 2.3: Physically inclusive venue design for further information.

An accessible website benefits both people with and without disabilities. For example, an accessible design is easier to view on mobile phones and smart watches, for people with situational or temporary limitations such as lost glasses, or when in direct sunlight, or environments where people cannot, or it is inappropriate to listen to audio.

This video, 'Web Accessibility Perspectives - Compilation of 10 Topics/Videos' by W3C Web Accessibility Initiative (WAI) (2016, August 24th) provides information on and comparisons of accessible versus inaccessible website design principles:

https://www.youtube.com/watch?v=3f31oufqFSM

2.4.3 Promoting your Accessible and Inclusive Venue.

After making changes discussed throughout this Toolkit to improve the accessibility and inclusivity of your hospitality venue, it is important that you promote this work you have done and advertise these features to extend your customer base. This could include social media posts or in-store posters that promote new physical changes, equipment or order services available.

In addition, a website is a useful tool for sharing information on accessible features of your venue. This could include a page of information including physical accommodations such as ramps and disabled toilet locations, a video tour of the customer areas in the venue, available customer ordering methods and available transport and car parking options. It is also important to include information on who to contact for further support so that customers can plan ahead for other individualised needs.

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Appendices

Appendix 1: Benefits of Hiring People with Disabilities

1.1   Qualities of people with disabilities

Employees with disabilities are punctual, reliable and productive in the workplace, with research finding they have higher employee attendance and reduced absenteeism, reduced staff turnover rates and when treated with respect and inclusion, show high loyalty and engagement with the company they are working for (Kalargyrou & Volis, 2014). In particular, employees with disabilities demonstrate dedication and are driven to show employers what they are capable of (Vashishth & Jhamb, 2021).

People with disabilities are often willing to be more flexible with their work arrangements as they are often happy to take on a part-time or casual role (Bonaccio et al., 2020). However, it is important they are provided with equal opportunities as employees without disability. The Australian Institute of Health and Welfare reported 23% of employees with disability aged 15-24 would like to work more hours, compared to only 17% of those of the same age without a disability (AIHW, 2020).

1.2   Increased labour pool and customer base.

Currently, people with disabilities are an untapped market, both as employees and consumers. Being open to hiring people with disabilities can increase the potential labour pool for your business, particularly during periods of hospitality labour shortages.

In addition, employing people with disabilities provides businesses a competitive advantage. Employing a diverse workforce helps create a more inclusive environment for consumers, attracting wider consumer markets and builds stronger, loyal community networks, and as a result, contributes to business sales and success (Buc, 2010; Cavanagh et al., 2017; Lindsay et al., 2018).

By diversifying the workforce and consumer engagement with employees with disabilities, this can also help change society's negative attitudes and perceptions towards people with disability (Kalargyrou, Kalargiros & Kutz, 2020).

1.3   Impact of employees with disabilities on other staff members

Hiring people with disabilities helps build a more skilled and diverse workforce, maximising the workforce talent (Kalargyrou & Volis, 2014). In addition, accommodations made by employers such as flexible working schedules or modified workspaces create a more positive, inclusive and barrier-free workplace that can benefit both employees with and without disabilities (Houtenville & Kalagyrou, 2012). As a result, this can increase employee engagement and loyalty of the entire workforce.

Hiring people with disabilities can also increase awareness of other employees that people with disabilities are willing and able to work. By allowing people with disabilities to work as part of an inclusive work environment, this allows the employment of people with disabilities to be normalised within and provide benefits to our society.

1.4   Financial benefits

The benefits described above also result in several financial benefits. Lower absenteeism and turnover rates can reduce costs associated with recruitment and training; and a more loyal, positive, engaged and diverse workforce can in turn increase the customer-base, experience and loyalty, thereby increasing sales, profits and ultimately business success (Vashishth & Jhamb, 2021).

Additionally, while people perceive accommodations for people with disabilities will be costly, 88% of employed people with disability do not actually require any specific arrangements from their employer to work and those that do have minimal financial cost (AIHW, 2020; Houtenville & Kalagyrou, 2012).

Other financial benefits of hiring people with disabilities include employers' access to financial support such as wage subsidies and the Employment Assistance Fund for people with disabilities, funded by the Australian Government. More information regarding these can be found in Section 1.3.4: Further Resources and 1.4.6: Employment Assistance Fund.

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Appendix 2: Suggested content for in-house staff Disability Awareness Training

Appropriate behaviours	• Speak to the person, not their support worker/carer. • Do not make assumptions towards a customer with disability. Use open, respectful questions. • Do not slow speech or speak louder. • Friendly and patient attitude. • Privacy and respectful communication. • Do not touch, remove or move a person's equipment or assistance animals without asking.
Disability awareness	• Understanding different types of disabilities, including invisible disabilities. • Being comfortable interacting with people with disability. • Awareness of the barriers people with disability experience. • Legal responsibilities of businesses under the Disability Discrimination Act.
Reasonable adjustments to make for customers	• Being open to different or unconventional needs. • Ask about seating preferences and be flexible in accommodating alternative seating requests. • Accommodating accessibility requirements.
Knowledge about food and menu items	• Basic knowledge of food allergens. • Being able to describe menu items. • Accommodating special dietary requests/substitutions.
Communication	• Alternative forms of communication (e.g., writing the order down to check with a deaf customer). • Ask directly if unsure. • Do not interrupt customers with communication difficulties or those using Augmentative and Assistive Communication technology. • Be attentive to the customers if they look uncomfortable, ask if they require anything. • Let them know of where bathrooms are located, and how to order and make payments. • This video by NDIS explains how to have effective communication with people with disability: https://training.ndiscommission.gov.au/course/view.php?id=10

Appendix 3: Getting Prepared to Accommodate Employees and Customers with Disability

Have you done the following?	YES	NO
HR Practices		
Policies around diversity, disability disclosure, flexible work, reasonable adjustments, equal employment opportunity and occupational health and safety.		
Disability policies are visible within the business and externally (e.g., on website, job advertisements, etc.).		
Recruitment		
Accessible format of job descriptions and advertisements (e.g., large print, easy-read, compatible with screen-readers).		
Statements in job description that welcome diversity and disability inclusion.		
Advertise vacancy through Disability Employment Services (DES) provider.		
Interview + Selection		
Enquire if additional accommodations are required for the interview.		
Consider if selection test may potentially discriminate against someone with a disability, and if modifications to the process can be made.		
Distinguish between essential requirements and "nice-to-haves".		
Allow flexible work arrangements and modifications to how job is executed, e.g., home-based work, change in work hours.		
All information asked about the person's disability is relevant to making reasonable adjustments or in meeting essential requirements of work.		
Support in the workplace		
Set up workplace with necessary modifications to physical environment prior to new staff commencement.		
Adapt how jobs can be performed (e.g., allowing staff to perform some tasks seated).		
Internal programs such as disability mentoring.		
Physical Assistive Equipment		
Adaptive kitchen equipment provided for employees with particular physical needs.		
Tactile/Braille kitchen equipment provided for employees with particular vision needs.		
Equipment is colour coordinated and consistent.		

Discussing performance with employees		
Identify clearly reason for discussing performance. Avoid making stereotypes or judgements.		
Discuss reasonable adjustments employee may require to perform essential functions of job.		
Set goals and timelines for implementation of reasonable adjustments.		
Set goals and timelines for expectations and improvement in work performance.		
Legal considerations		
Maintaining privacy and confidentiality of disability information shared.		
Prevent disability harassment in the workplace.		
Review existing policies and procedures if they discriminate both directly or indirectly.		
Adopt best practice policies and procedures if none yet in place.		
Management responsibilities		
Staff disability awareness training		
Training on appropriate behaviours around people with disability, communication, general customer service principles.		
Disability awareness on types of disabilities, barriers to accessibility/inclusivity, Disability Discrimination Act.		
Making accommodations for co-workers and customers with disability.		
Knowledge about food and menu items, common allergens.		
Awareness about some dietary considerations (e.g., dysphagia, food sensitivity, allergies).		
Additional training, such as sign language training, mental health training.		
Emergency evacuation		
Consider emergency evacuation for people with disability: • Accessible and unobstructed evacuation routes. • Set up alarm systems that can alert people with audio, visual or cognitive impairments of danger (e.g., visual alarms). • Equipment (e.g., stair-descent device) and staff training on evacuation for people with disability.		
Discuss personal emergency evacuation plans (PEEP) for employees with disability. Ask for consent to share this with relevant staff, e.g., chief fire wardens.		

Psychological		
Captioning on any film or video screens – websites, employer training tools. Easy step-by-step instructions with pictures.		
Using the same symbols and colours in the same order on equipment to mean the same thing.		
Demonstrations for how to perform tasks, e.g., in-person or via recorded videos.		
Colour co-ordinate equipment (e.g., red cutting board and red knife for raw meat).		
Written reminders or checklists.		
Clearly explained expectations and how performance will be measured.		
Provide feedback in a variety of ways, e.g., written paper-copy, written digital-copy, verbally.		
Do not assume employee's understanding, check back if message was received as intended.		
Social		
Clear, large print name tags on staff.		
Use inclusive language, avoid singling out anyone as 'different' due to disability status.		
Include people with disability in staff meetings, social events, and networking opportunities.		
Provide equal opportunities for training and professional development and promotions.		
Provide equal opportunities for people with disability to contribute their knowledge, thoughts/feedback.		

The checklist is adapted and abridged from Job Access (n.d.). For the full version, refer to:
https://www.jobaccess.gov.au/sites/default/files/6.4%20Employer%20Accessibility%20Self%20Assessment%20Checklist.pdf

Appendix 4: Is My Venue Accessible and Inclusive Checklist

Have you done the following?	YES	NO
Building and Venue Accessibility		
Accessible parking for people with disability on site or close-by.		
Clear floorspace from outside to inside the venue with no obstructions.		
Floors are level, or ramps are provided as an alternative to stairs or steps.		
Tactile tiles prior to steps, ramps or hazards.		
Strip lighting along stair edges, pathways to the bathroom and along countertops.		
Clear floorspace inside the venue - enough space between furniture or fixtures for person with a mobility aid (e.g., wheelchair, walking frame) to move easily.		
Doors are wide and automatic/can be fixed open.		
Any door handles are the same type and easy to open.		
Safety markings and contrasting colours on glass doors and door frames.		
Facility and Amenity Accessibility		
A designated accessible toilet.		
Pathways to bathrooms without steps.		
Seating spaces that comfortably seat people using wheelchairs.		
Furniture is movable rather than fixed.		
Seating that has backrests.		
Quiet workspace and/or breakroom areas for employees.		
Quiet seating areas of a venue for customers.		
Countertops are an appropriate height for all employees and customers.		
Water bowl in storage for assistance animals.		
Clear, large print signage using text and visuals for employees and customers.		
Sensory Accessibility		
Dimmable venue lighting.		
Sensor-based light switches.		
Glare-free lighting at service counters.		
Good quality sound systems that are adjustable.		
Hearing Loops.		

Phone systems have loudspeaker or amplification options.		
Audio, braille and visual alternatives for signage, announcements and workplace processes.		
Information available in large and Braille print.		
Braille/Tactile information on venue dining utensils (e.g., salt and pepper shakers).		
Written and visual signage, marketing materials and workplace documents are available and provided to employees and customers.		
Any air-freshener, fragrances or candles are used are neutral-smelling.		
Food and Beverage Accommodations		
Ingredients and allergens lists are available for customers.		
Ingredients and allergen lists are regularly updated as menus and product stock are changed.		
Able to accommodate customer requests (e.g., removal of an ingredient, cooking something until extra soft or mashing food).		
Accommodate for requests to serve meal components on the side.		
Ordering Systems and Menus		
In-person counter or table service ordering systems.		
Online ordering or ordering from a digital device systems.		
Phone ordering systems.		
Staff members are able to explain menu items to customers.		
For self-collect service, buzzers, audio and visual displays are used to notify a customer when their order is ready.		
Alternative communication methods are available (e.g., pen and paper, digital tablet, verbal)		
Visual props of food/drinks choices are available (e.g., available sauces, takeaway cup sizes, drinks display).		
Menu uses simple, easy to understand language and descriptions.		
Menu includes visual pictures of items.		
Menu uses a clear, large and plain print font.		
Marketing Materials and Digital Design		
Have a website with a clear, easy to read layout.		
Provide a PDF copy of the menu on venue website.		
Provide information around transport to and parking around venue.		
Provide information on accessible features of venue on website.		
Provide written, audio and visual formats on website.		
Marketing materials utilise inclusive and diverse images and language.		