



Inclusion Fundamentals

Workshop on Development of an Inclusive Service

Complete Evaluation Report

May 2013 to March 2014



Introduction

Inclusion Fundamentals – Workshop on Development of an Inclusive Service, is designed to provide participants basic guiding principles in understanding the diverse needs of people with disabilities and how these needs can be met with flexibilities and adjustments.

Learning Outcomes

- Better understanding of DPA's functions and assistance from similar organisations
- Better knowledge of the United Nation's Convention of the Rights of Persons with Disabilities (UNCRPD)
- Better appreciation of a person-centred approach
- Being more confident in designing an inclusive service
- Improvement of participation and integration of people with disabilities as part of a workforce or as customers/users
- Building better networks with like-minded organisations

Programme

10:00	Introduction and Expectation
10:15	'My Precious' – ice breaker
10:45	Practice Listening – small group exercise
11:15	Roles and Functions of DPA – presentation
11:30	Myths about Inclusive Services – group exercise
12:00	Requirements set by UNCRPD – presentation
12:30	Lunch
13:00	Identify possible barriers within your own organisation – small group discussion
14:00	Identify practical solutions to remove barriers – small group discussion
15:00	Reasons for inaction – group discussion
15:30	Identify three priorities – personal exercise
15:45	Evaluation
16:00	Close

Trainer

All sessions were designed and conducted by Nina Munday, Diversity and Inclusion Consultant of Disabled People's Association (DPA). She holds a Master of Arts in Sociology with honours from Aberdeen University and has two decades of working history within the voluntary sector at senior executive level in the United Kingdom. Nina Munday has been associated with DPA since May 2012. Since then she had developed a risk assessment framework and published an access to banking services survey report in Singapore. Nina Munday was the Director of Edinburgh and Lothians Regional Equality Council for eight years prior to joining DPA.



Participants

Six sessions of Inclusion Fundamentals were held during the period of May 2013 to March 2014. 44 individuals from 24 organisations covering private, public and voluntary welfare sectors attended the workshop. The organisations/companies represented are listed as below:

- AETOS Guard Services Pte. Ltd.
- AETOS Security Management Pte. Ltd.
- AIG
- Bedok Youth Society for the Disabled (BYSD)
- Centre for Enabled Living
- Disabled People's Association
- Extraordinary Horizons
- Global Maritime & Port Services Pte Ltd
- Goodfellas Consultancy Pte Ltd
- Handicaps Welfare Association
- Hapticus
- Learning Beyond Pte Ltd
- MayBank
- National Council of Social Service
- National University Hospital
- SG Enable
- Silver Ribbon (Singapore)
- Singapore National Employers Federation
- Society for the Physically Disabled
- Sodexo Asia Pacific Pte Ltd
- Standard Chartered Bank
- The Singapore Association for the Deaf
- Tripartite Alliance for Fair Employment Practices
- Xpressflower.com Pte Ltd

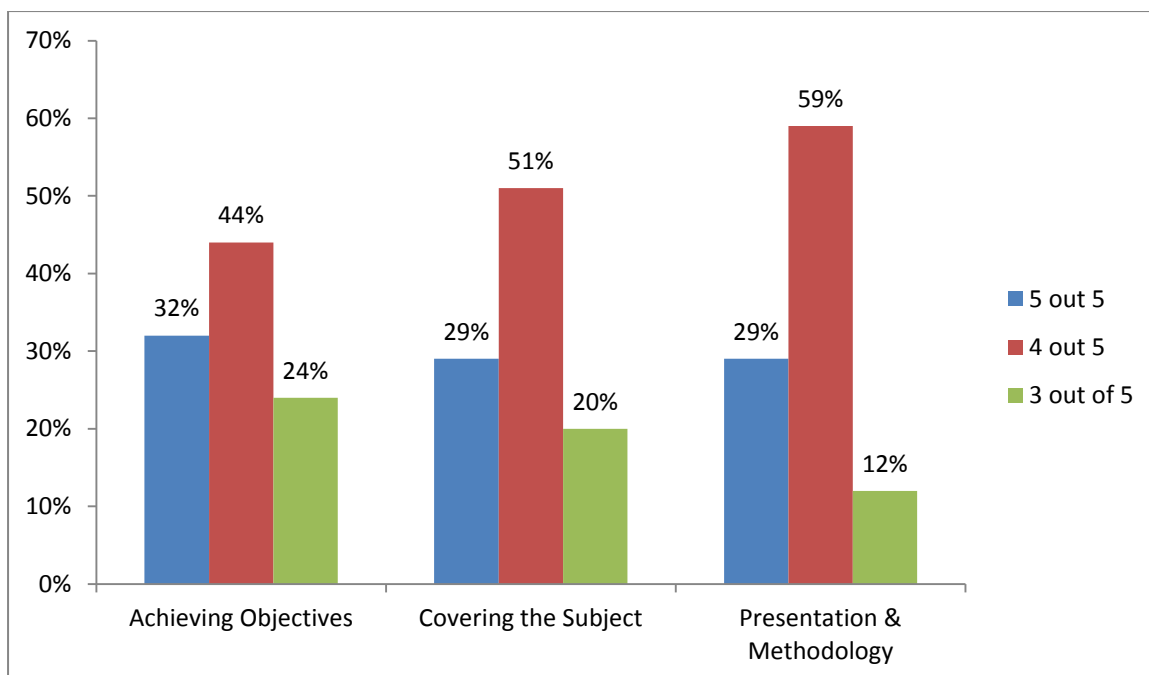
Feedback

At the conclusion of each workshop, participants were given a feedback questionnaire.

All participants said the workshop **achieved its objectives adequately** (32% rated 5 out of 5, 44% rated 4 out of 5 and 24% rated 3 out of 5).

All participants said **the subject was covered adequately well** (29% rated 5 out of 5, 51% rated 4 out of 5 and 20% rated 3 out of 5).

All participants said the **presentations and methodologies used in delivering the subject were adequate** (29% rated 5 out of 5, 59% rated 4 out of 5 and 12 rated 3 out of 5).



The elements that participants found **most useful** from this workshop could be categorised as follows with a sample of comments from participants:

Activities

- “Equality impact assessment toolkit”
- “The interactive session”
- “My Precious’ - ice breaker”
- “Evaluating the barriers and possible solutions within our own organisation”
- “Learn about listening skills”
- “Legislation overview / group discussion”



Sharing and Networking

- “I learnt about the different perspectives that people with disabilities have through the group sharing session about possible solutions. Very beneficial.”
- “The interaction with different people from different organisations sharing their ideas and problems faced within their organisation.”
- “Networking. Knowing where to find assistance to implement Diversity and Inclusion in my organisation.”
- “Participation from all”
- “Learning from other participants”

Learning / Increase Understanding

- “Touching the root causes / barriers for not being inclusive.”
- “The various obstacles faced by persons with disabilities in an organisation.”
- “Understanding of the role of DPA”
- The knowledge, experience and contacts from different social group that will be useful for my company in terms of reaching out to potential candidates from the agencies.

- “Understanding of what are the challenges/barriers of persons with disabilities.”
- “Awareness of the rights of disabled people (UN Convention).”
- “The insights given by the speaker. It gave me more ideas that I can implement within our organisation.”
- “Overseas examples”

Majority of the participants **found nothing least useful** about the workshop, however some individuals stated that they found the following least useful:

- “UN Convention info”
- “Not in particular. More details on DPA would be good.”
- “Lack of practical disability exercise”
- “Principles of listening - sounds very commonsensical.”
- “Nothing for now - though employers' perspectives would be needed.”
- “Leadership and communication”

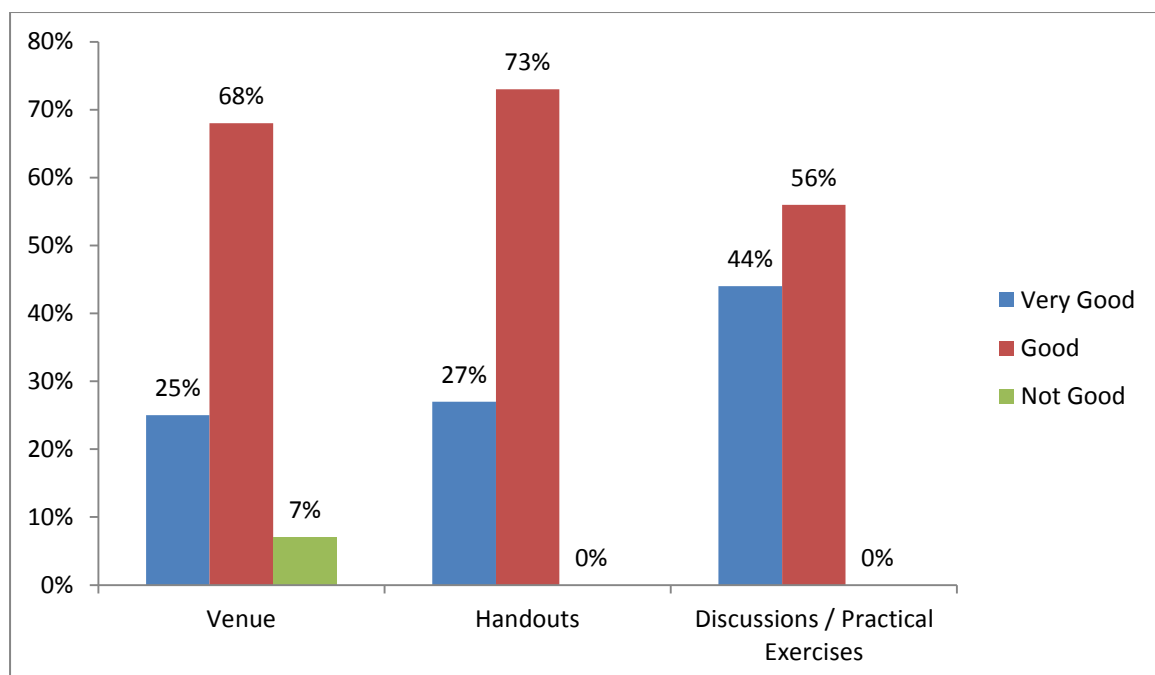


All participants felt **the length of the workshop was about right** with one exception who felt it was too short.

25% of the participants rated the **venue** as ‘very good’, 68% rated ‘good’ and 7% rated ‘not good’.

27% of the participants rated the **handouts** as ‘very good’ and 73% rated ‘good’. Comments added were:

44% of the participants rated the **discussions and practical exercises** as ‘very good’ and 56% rated ‘good’. Comments added were:



Participants added some constructive comments which are listed under their respective headings:

Venue

- “A little far.”
- “It was a little difficult finding the place, but not completely inaccessible.”
- “Find it difficult to get to this location.”
- “Seating - a bit tight.”
- “More central would be better.”
- “Good to talk to DPA staff for future partnerships.”



Handouts

- “Clear and to the point.”
- “Great for retention.”
- “Would have been helpful if we had tangible steps/things we could do back in our office in specific areas e.g. HR, communication, org development, etc.”

Discussions / Practical Exercises

- “Particularly the discussions on the myths.”
- “It exposed me to a number of perspectives that did not previously occur to me to consider.”
- “Loved the discussions - learnt lots from others.”
- “Mixture of different viewpoints.”
- “Very applicable to daily operations.”
- “More depth would have been good!”

All participants felt there was **sufficient time allocated to each session** and some added the following comments.

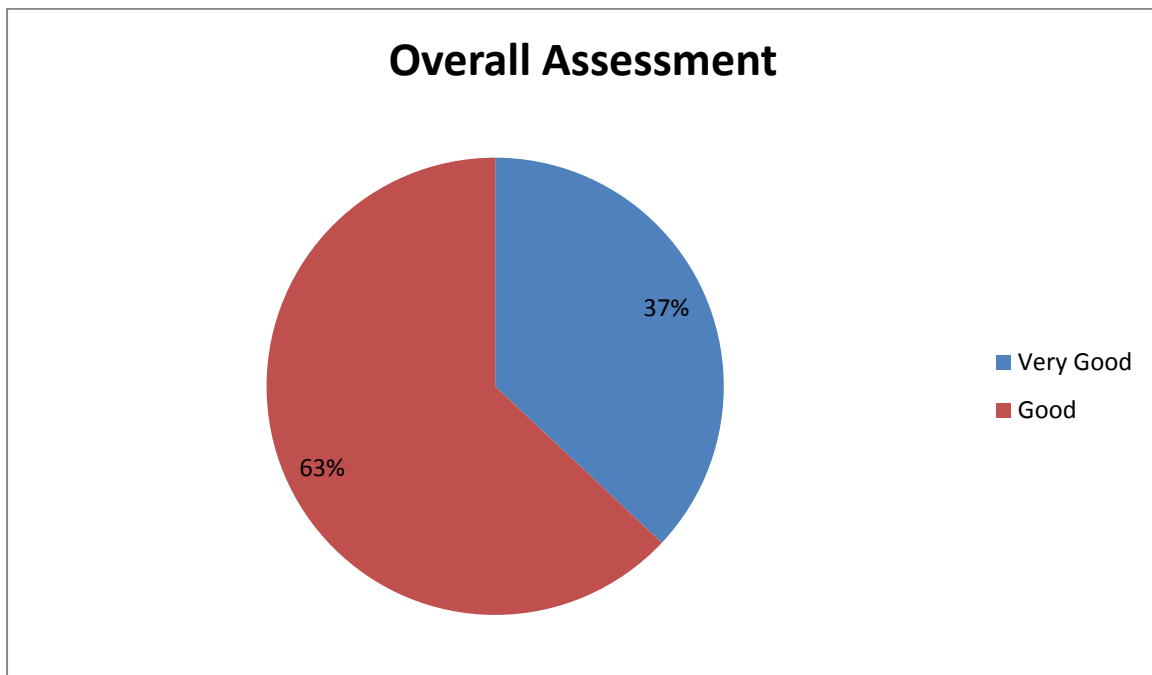
- “A bit more time could be allocated so more discussions can take place.”
- “The time allocation was really good.”
- “Good balance.”
- “Just Right.”
- “About right, the speaker was generous enough to let us share our insights.”
- “Given small group, time is just right.”
- “Good. Interaction is good.”

A significant number of participants thought a **follow up would be helpful** and have made the follow suggestions:

- “Could include sharing session on initiatives by different VWOs/Companies to include persons with disabilities in their companies.”
- “A follow-up would be good. To see what changes have been implemented in the various organisations.”
- “Would like discuss future needs of organisations and how else could design future training.”
- “It will be good to receive updates on DPA's involvement in government agencies and participants feedback on their efforts in execution.”

- “On post-workshop thoughts and possible sharing on how we understand inclusiveness better.”
- “Maybe a sharing on how the other organisations are faring in terms of inclusion practices.”
- “Update and follow up with UNCRPD.”
- “I believe my company needs continuous guidance so we can continue to help persons with disabilities.”
- “Perhaps follow up conversations on how to implement tangible changes.”

37% of the participants rated their **overall assessment** of the workshop as ‘very good’ and 63% rated ‘good’.



- “The session exposed me to various issues that disabled people in Singapore experience. It has allowed me to expand my scope of thinking and consider putting myself in the shoes of the disabled.”
- “Interactive, diverse and open group leading to a more enlightening and more structured support structure in future.”

Many participants have kindly added **other comments** to support the workshop. These are as follows:

- “Very informative and friendly staff.”
- “Having diverse groups work well.”
- “Best workshop I've ever attended.”
- “Good sharing.”
- “Tips on how to include persons with disabilities in the workforce.”
- “Maybe good to provide participants some examples of inclusive service (aka spoonfeed) after the discussions.”
- “Thanks for organising & conducting this workshop.”



- “More delving into the convention and what it could mean”.
- “Look forward to another workshop.”
- “Why not compile your experiences in a book? I am sure Singaporeans will love to implement them as they are rather supportive.”
- “Would be useful to look at specific practices overseas and see what we can adapt in our organisations.”
- “Would have been good if there were specific cases of how an organisation worked towards inclusiveness. Would have liked to hear a little more about the reasons and benefits of diversity and inclusion. (e.g. How to convince an organisation to be inclusive.) And key processes/steps to take towards inclusion.”

Summary of Discussions

Identify possible barriers within your own organisation:

Information & Communication

- ❖ Lack of conclusive data for decision making, implementation or delivery
 - “Lack of data on potential users and how to reach them.”
 - “Stigma associated with admitting to having disability.”
 - “No internal data.”
 - “Insufficient transparency of information sharing.”
- ❖ Lack of legal definition on disability
 - “Different understanding of disability.”
- ❖ Organisations lack public inclusive image
 - “Especially in creative industry, hard to get in when not given a chance to intern/study.”
- ❖ Lack of centralised system or single-representative bodies
 - “Too many associations to work with – silo mentality.”
 - “Career fair for students – no centralised list of student representation bodies.”
 - “No centralised system to offer scholarship for tertiary education.”
- ❖ Inaccessibility to information
 - “Not all staff can sign.”
 - “No visual alarm.”
 - “Supply of interpreters – far too few – lack of communication support like stenographers or Picture Exchange Communication System (PECS).”
 - “Work documents not accessible.”



Physical Environment

- ❖ Premises are inaccessible or difficult to access
 - “2nd storey, not suitable for mobility impairment”
 - “Office location rather inaccessible i.e. from transportation facilities.”
 - “No automatic doors/windows for wheelchair users.”
 - “No Braille.”
 - “Not wheelchair friendly.”
 - “Building has poor accessibility”
- ❖ Costs for renovation and readjustments

- “Funding issues and size of company”
- “Insufficient funds”
- “Time factor”

Policies

- ❖ Lack of ownership
 - “Implementation – top down instruction is not communicated.”
 - “Don’t walk the talk.”
 - “Not enough pressure from management.”
- ❖ Lack of fair employment process
 - “Hiring process is not transparent.”
 - “Demanding job expectations.”
- ❖ Lack of emergency planning to accommodate the disabled
 - “No proper evacuation procedures.”
- ❖ Lack of processes for integrating persons with disabilities
 - “No training for colleagues or managers.”
 - “No processes to ‘troubleshoot’ problems.”



People’s Attitudes

- ❖ Lack of support/commitment from management, supervisors or colleagues
 - “Pre-set judgement” or “stereotypes”
 - “Assumption that persons with disabilities do not have right education.”
 - “Reservations of employing persons with disabilities.”
 - “Unwillingness to do more to move forward.”
 - “Public is shielded/sheltered from disability.”
 - “Wrong perceptions e.g. disabled people are demanding and less efficient.”
 - “Colleagues – ignorant of how to interact with persons with disabilities.”
- ❖ Lack of engagement from persons with disabilities
 - “Some disability groups need more specified support.”
 - “Cultural barrier in SG – we try not to ‘burden’ others. “
 - “Lack of willingness of self-identifying users and asking for help.”
 - “Lack of disabled persons in professions such as social work.”
 - “Lots of excuses from applicants.”

Identify practical solutions to remove barriers:

Information & Communication

- ❖ Work in partnership and share resources
 - “NCSS disability network – meet more often, better co-ordinated. E.g. online service / info sharing”
 - “Information of various agencies of different support and function.”
 - “Need more co-ordination between VWOs.”
 - “Online tool kit to better support persons with disabilities to orientate specific departments.”
- ❖ Wider communication strategies
 - “Use assistive technologies”
 - “Regular signing class at workplace.”

- “Visual aids – multi-lingual explanation.”
- “Both ways – persons with disabilities and colleagues – communication and understanding.”
- ❖ Improve knowledge gathering
 - “Knowing what data to gather.”
 - “Good internal data.”

Physical Environment

- ❖ Improve infrastructural accessibility
 - “Tapping into available funds/schemes”
 - “Devices – productive/effective”
 - “Hiring consultant at each location to produce an estimation of cost.”
 - “Invest in emergency equipment with proper emergency guidelines and training.”
 - “Get in touch with engineering schools who can provide solutions.”
 - “Universal design – identify them and require them in renovations/new constructions.”

Policies

- ❖ Mainstream inclusion
 - “Doing it upfront – clear understanding / agreement.”
 - “Standard Operating Procedures.”
 - “Accountability/responsibilities – policy formation and enforcement of policies.”
 - “Strong leadership”
 - “More pressure from HR/Management to enforce a policy.”
 - “Use CRPD”
- ❖ Appropriate and relevant recruitment processes
 - “Job re-design”
 - “Job accommodation”
 - “Centralised job portals for persons with disabilities.”
 - “Companies declare whether they welcome applications from persons with disabilities.”



People’s Attitudes

- ❖ Increase public awareness
 - “Talking to those people in authority, wider outreach MPs, training and creating awareness to them, spread that knowledge on.”
 - “More educational interaction between persons with disabilities and mainstream school students.”
 - “Talks from persons with disabilities.”
 - “showcase successful stories.”
- ❖ Empower persons with disabilities
 - “Pre-employment training – instilling confidence and getting them ready for all sorts of experience.”
 - “Buddies for new staff.”
- ❖ Create inclusive working culture

- “Staff training”
- “Awareness through training and education – make it compulsory part of company induction.”
- “Hire staff with commitment to the cause, not just with the right qualification.”
- “Sharing tips on interacting with persons with disabilities (colleagues).”

Conclusion

The response to the Inclusion Fundamentals has been positive and we are pleased that the participants are able to use their learning as a foundation to enable their organisation to become more inclusive for persons with disabilities as service users or employees.

Inclusion is a long and on-going process that requires commitment and resources. As demonstrated by the suggestions made by the participants, there is no single quick solution. In order to have a lasting impact, the organisation must be willing to assess the existing policies and functions, identify areas that require improvements and make the necessary adjustments structurally or policy wise. More importantly there has to be a clear inter-departmental structure of accountability and delivery for those who are responsible for change management and implementation of inclusion policies.

Singapore has established itself as a major economic centre globally. It is important that every person who lives and works in Singapore is able to contribute fully and effectively to the success of the country. Unfortunately if barriers to participation remain in our society, a minority will continue to be excluded. We must remember that we create those barriers therefore we are all responsible to dismantle them.

Acknowledgement

Thank you to all participants for dedicating their time, energy and wisdom to the workshops. Also many thanks to the staff at DPA for their administrative support.

Prepared by
Nina Munday
Diversity and Inclusion Consultant
05 April 2014

Nothing About Us Without Us

Useful Contacts

Name of Organisation	Contact Details	Mission
Disabled People's Association	1 Jurong West Central 2 #04-01 Jurong Point Shopping Centre Singapore 648886 Tel: (65) 6791 1134 Fax: (65) 6791 1284 Email: info@dpa.org.sg Web: www.dpa.org.sg	Vox Nostra – A Voice of Our Own DPA's mission is to be the voice of persons with disabilities, working with them to achieve full participation and equal status in the society through independent living.
Autism Resource Centre (Singapore)	5, Ang Mo Kio Avenue 10 Singapore 569739 Tel: (65) 6323 3258 Fax: (65) 6323 1974 Email: arc@autism.org.sg Web: www.autism.org.sg	ARC(S) aims to empower individuals with a better understanding about autism. ARC(S) guides parents and professionals as they, identify, develop and manage individuals with autism in our community.
Association for Persons with Special Needs (APSN)	APSN Headquarters 900 New Upper Changi Road Singapore 467354 Tel: (65) 6479 6252 Fax: (65) 6479 6272 Email: hq@apsn.org.sg Web: www.apsn.org.sg	To equip persons with special needs, through best practices in education, training and support services, for open employment and life-long learning, in partnership with our stakeholders and the community.
Bizlink	Blk 512 #01-09 Chai Chee Lane Bedok Industrial Estate Singapore 469028 Tel: (65) 6449 5652 Fax: (65) 6449 5694 Email: info@bizlink.org.sg Web: www.bizlink.org.sg	To reach out to people with disabilities in Singapore and to assist them in achieving independence, dignity and integration into mainstream society through open and sheltered employment.
SG Enable	Corporate Office Address No. 9 Maxwell Road #04-05, Annexe A MND	Key functions of SG Enable include: <ul style="list-style-type: none"> ▪ Enhancing information

	<p>Complex Singapore 069112</p> <p>Infoline: 1800-8585 885 Fax: (65) 6226 2366 Email: contactus@sgenable.sg Web: www.sgenable.sg</p>	<p>and referral services for child and adult disability schemes;</p> <ul style="list-style-type: none"> ▪ Administering grants and support to people with disabilities and their caregivers; ▪ Improving transition management across different life stages; ▪ Enhancing employability and employment options for persons with disabilities; and ▪ Rallying stakeholder support in enabling persons with disabilities.
Christian Outreach to the Handicapped (COH)	<p>COH HQ Block 414 Tampines Street 41 #01-301 Singapore 520414</p> <p>Tel: (65) 6787 3200 Fax: (65) 6787 6990 Email: admin@coh.org.sg Web: www.coh.org.sg</p>	<p>To be outstanding in providing acceptance and hope for people with special needs in Singapore through God's love.</p>
Down Syndrome Association (DSA)	<p>DSA Centre Blk 17A Telok Blangah Crescent #01-270 Singapore 091017</p> <p>Tel: (65) 6278 3907 Fax: (65) 6278 3908 Email: bianca@downsyndrome-singapore.org Web: www.downsyndrome-singapore.org</p>	<ul style="list-style-type: none"> • Develop individuals with Down syndrome through lifelong learning and social integration. • Support families through specialist services, information and education. • Advocate for equal opportunities, quality of life and their contribution to society.
Handicaps Welfare Association (HWA)	<p>Head Office 16, Whampoa Drive Singapore 327725</p>	<p>HWA is committed to enhance the quality of life of people with physical disabilities and integrate them into mainstream</p>

	<p>Tel: (65) 6254 3006 Fax: (65) 6253 7375 Email: hwa@hwa.org.sg Web: www.hwa.org.sg</p>	society,
Ministry of Social and Family Development	<p>512 Thomson Road #13-00 MSF Building Singapore 298136</p> <p>Tel: (65) 6355 5000 Fax: (65) 63536695 Email: msf_email@msf.gov.sg Website: www.msf.gov.sg</p>	<p>MSF develops the “heartware” for Singapore through our policies, community infrastructure, programmes and services.</p> <p>MSF’s mission is to nurture a resilient and caring society that can overcome challenges together.</p> <p>Previously known as the Ministry of Community Development, Youth and Sports, the Ministry was officially restructured on 1 November 2012.</p>
Movement for the Intellectually Disabled of Singapore (MINDS)	<p>MINDS Headquarter 800 Margaret Drive Singapore 149310</p> <p>Tel : (65) 6479 5655 Fax: (65) 6479 0706 Email: minds@minds.org.sg Web: www.minds.org.sg</p>	To be a world-class voluntary welfare organisation that advances the development, well-being and aspirations of persons with intellectual disability and their integration into society.
Muscular Dystrophy Association Singapore (MDAS)	<p>9 Bishan Place #06-04 Junction 8 Singapore 579837</p> <p>Tel: (65) 6259 6933 Fax: (65) 6259 6911 Email: mdas@mdas.org.sg Web: www.mdas.org.sg</p>	To maximise the quality of life for people with muscular dystrophy and their families, to integrate them into society and support research towards a cure.
National Council of Social Service (NCSS)	<p>Ulu Pandan Community Building 170 Ghim Moh Road #01-02 Singapore 279621</p>	To provide leadership and direction in social services, enhance the capabilities of social service organisations, and promote strategic partnerships for social

	<p>Tel : 6210 2500 Fax : 6468 1012 Email : ncss_webmaster@ncss.gov.sg Web: www.ncss.org.sg</p>	services.
Red Cross Home for the Disabled (RCHD)	<p>8 Lengkok Bahru #04-01 Family Link @ Lengkok Bahru Singapore 159052 Tel: (65) 6762 1029 Fax: (65) 6474 1029 Email: rose.toh@redcross.org.sg Web: www.redcross.org.sg</p>	Singapore Red Cross Society is dedicated to protecting human life and dignity, relieving human suffering and responding to emergencies.
Singapore Association for the Deaf (SADeaf)	<p>227 Mountbatten Road Singapore 397998 Tel: (65) 6344 8274 Fax: (65) 6345 7706 Email: aa@sadeaf.org.sg Web: www.sadeaf.org.sg</p>	To assist the Deaf to achieve a better quality of life and to enable them to integrate and contribute to society.
Singapore Association for the Visually Handicapped (SAVH)	<p>47, Toa Payoh Rise Singapore 298104 Tel: (65) 6251 4331 Fax: (65) 6253 7191 Email: enquiries@savh.org.sg Website: www.savh.org.sg</p>	To help the visually handicapped help themselves. SAVH's mission is to help the Visually Impaired help themselves by acquiring new skills and gaining self-reliance to cope with the integration into society.
Singapore National Employers Federation (SNEF)	<p>19 Tanglin Road #10-01 - #10-07 Tanglin Shopping Centre Singapore 247090 Tel: (65) 6827 6827 Fax: (65) 6827 6800 Email: webmaster@snef.org.sg Web: www.sgemployers.com</p>	<ol style="list-style-type: none"> 1. To help employers achieve excellence in employment practices in order to enhance their productivity and competitiveness as well as the quality of their employees' worklife; 2. Strengthen the employers' role in the tripartite partnership

		(government, employer and union) to enhance industrial harmony in Singapore.
Society for the Physically Disabled (SPD)	<p>SPD Ability Centre 2 Peng Nguan Street Singapore 168955</p> <p>Tel: (65) 6579 0700 Fax: (65) 6323 7008 E-mail: information@spd.org.sg Web: www.spd.org.sg</p>	The Society for the Physically Disabled (SPD) is committed to working in partnership with people with disabilities to develop their potential to the fullest so that they can be self-reliant and independent.
Tripartite Alliance for Fair & Progressive Employment Practices (TAFEP)	<p>51 Bras Basah Road #04-07 Manulife Centre Singapore 189554</p> <p>Tel: (65) 6302 2771 Fax: (65) 6732 6849 Email: query@tafep.sg Web: www.tafep.sg</p>	To promote the adoption of fair, responsible and progressive employment practices so as to enable employees to realise their full potential and help their employers achieve organisational excellence.