



Official

Workplace Adjustments – Manager Fact Sheet

Workplace adjustments are good management practice

Workplace adjustments are changes that help remove barriers and support employees to perform their role successfully. They can help people to work safely, contribute effectively and feel included at work.

Adjustments can support people with disability, mental health conditions, chronic illness, neurodivergence, temporary illness or injury, caring responsibilities and other circumstances that affect how they work.

An adjustment may be needed at any stage of employment, temporarily or on an ongoing basis.

Principles of workplace adjustments

When supporting workplace adjustments, focus on these four principles:

- Be person-centred – ask employees what they need and what works best for them, rather than making assumptions.
- Be fair – provide adjustments that help employees participate and contribute effectively at work.
- Be flexible – recognise that circumstances and support needs may change over time.
- Respect privacy – handle personal information confidentially and respectfully and only share when necessary, with consent.

Your role

Managers play an important role in creating an inclusive workplace where employees feel comfortable discussing support needs.

As a manager, you should:

- Work collaboratively with employees to identify practical solutions
- Tailor support to individual needs and circumstances
- Remain flexible when needs change
- Foster a team culture where asking for support is a normal part of work

Having effective conversations

Open and respectful conversations are often the most important part of supporting workplace adjustments.

When discussing adjustments:

- Start early – encourage conversations as soon as a support need is identified.
- Listen actively – focus on understanding the employee's experience and needs.
- Show empathy – recognise that every employee's circumstances, barriers and support needs are different.
- Focus on outcomes – discuss what support will help the employee perform their role effectively.
- Be practical – work together to identify reasonable and workable solutions.

Treat workplace adjustments as a normal part of managing and supporting your team, not as special treatment. This helps create an inclusive workplace where employees feel supported to do their best work.

For more guidance, refer to the JobAccess Conversation Guide for practical advice on having workplace adjustment discussions.

Medical information

Employees are not required to provide medical evidence to request a workplace adjustment under the *Disability Discrimination Act 1992 (Cth)*.

In some circumstances, you may need supporting information to:

- Understand the support required

- Confirm the employee can perform the key requirements of their role
- Address health and safety considerations

If information is needed:

- Keep it simple and respectful
- Only request information relevant to the adjustment
- Focus on functional impacts and support needs rather than a diagnosis
- Avoid requesting unnecessary personal or medical details

In many cases, a short note outlining the impact on work may be enough.

If an adjustment can't be implemented

In some situations, a requested adjustment may not be possible.

Before making a decision:

- Seek advice – consult your agency's HR or people advisory area.
- Assess the impact – clearly identify and document why the adjustment cannot be implemented.
- Follow approval processes – escalate and obtain approval where required.
- Consider alternatives – explore other options that may help meet the employee's needs.
- Communicate clearly – explain the decision and the reasons for it in a respectful and transparent way.

Decisions should be fair, evidence-based, transparent and consistent with organisational policies and legal obligations.

Workplace Adjustment Passport

A Workplace Adjustment Passport is a simple, employee-owned document that records agreed adjustments and support needs.

It provides a shared record of agreed arrangements and can make conversations about workplace adjustments easier and more consistent.

Benefits of using a passport

A Workplace Adjustment Passport can help by:

- Providing continuity – helping to ensure agreed support arrangements stay in place when roles, teams or managers change.
- Creating shared understanding – documenting agreed adjustments.
- Supporting effective conversations – providing a clear basis for discussions about support.
- Reducing administrative burden – minimising the need to revisit the same information multiple times.

Supporting planning – helping to manage, review, monitor and adapt arrangements as needs change.

What you should know

- There is currently no APS-wide Workplace Adjustment Passport.
- Managers and employees should use their department or agency's existing passport or workplace adjustment process.
- If your workplace does not have one, guidance and templates are available at JobAccess.

Things to keep in mind

Use the following when planning, discussing or managing workplace adjustments:

- Engage in conversations early and openly
- Listen actively and focus on understanding employee needs
- Work with employees to identify practical solutions

- Keep records of agreed adjustments
- Review adjustments regularly to ensure they continue to meet needs
- Handle personal information respectfully and confidentially
- Only request medical information when it is genuinely required
- Seek advice before declining a workplace adjustment request
- Treat workplace adjustments as a normal part of people management and workplace inclusion

More information and support

For specialised guidance on workplace barriers, adjustments or complex technical requirements you can check JobAccess. As the national hub for workplace disability information, they provide free, expert advice on tailored adjustments and support.

JobAccess website: www.jobaccess.gov.au

Phone: 1800 464 800

For a practical list of common workplace adjustments, see the *Common List of Workplace Adjustments*. For guidance on addressing common misconceptions, see the *Workplace Adjustments Myth-Busting Guide for Managers*.

Related resources

- Common List of Workplace Adjustments
- Workplace Adjustments – Myth-Busting Guide for Managers
- Workplace Adjustments – Employee Fact Sheet
- Workplace Adjustments – Frequently Asked Questions
- Disability Inclusion Resources
- Requesting Workplace Adjustments Guide
- Accessibility in the Workplace