How to...
Implement reasonable adjustments
This guide applies to all employees

This guide is designed to provide managers with an overview of when and how to implement a reasonable adjustment, and to help them through the process.

It’s aim is to show you how to conduct this successfully.

The University is committed to offering employees with an illness or disability a reasonable adjustment to their working location or pattern, where necessary, to help them maintain dignity at work.

While an employee is under no obligation to disclose the nature of their disability, it is important that they understand that disclosures could assist their Departments in offering effective, reasonable adjustments/support available.

Some employees may only require adjustments on a short term/temporary basis due to an injury or illness (short term is defined as up to three months). For short term/temporary adjustments, the principles of this guide are still fit for purpose, although it may not be necessary to complete the special adjustment form, as this would be managed through the Occupational Health management referral process.
Before

Disability identified

1. Upon identifying that an employee has/or may have a disability, the line manager will need to discuss this with the employee to seek their views on:
   a. How their impairment affects their day to day activities
   b. What, if any, adjustments in relation to the above might help them in performing their role
   c. What, if any, adjustments may help to remove any substantial disadvantage within the workplace
   d. If they would like to be referred to Occupational Health for their guidance/recommendations.

2. It is recommended that managers arrange a face to face meeting with the employee to discuss the issue(s).

Prepare for the meeting

1. Encourage the employee to consider the following before the meeting and ask them to complete the RA1 Form - Reasonable Adjustments and Special Conditions Form:
   a. What could possibly or actually is causing them difficulty in their role? E.g:
      i. Physical surroundings
      ii. Ability to perform an element of their job
      iii. Ability to participate in training/meetings.
   b. How this may be addressed? E.g:
      i. Adjusting the way things are done
      ii. Adjusting physical features of the workplace
      iii. Providing extra equipment.
      iv. Adjusting hours of work.

2. It is important to advise that, as a manager, you may need to seek further advice from Occupational Health and Human Resources in relation to this matter, to enable you to determine the most effective intervention/support for the employee.

3. Advise that if they would find it supportive they may bring a companion along to this meeting, i.e. a work colleague or trade union representative. Please note that as this meeting is an informal meeting, there is no legal right for accompaniment, however such support may be beneficial to the employee and consequently lead to a more productive meeting.
During

Meet and Explore

1. Explore with the employee what impact they feel their impairment has or may have on their ability to undertake their role.

2. Seek their views on what changes to working practices, premises or aids would support them in undertaking their role.

3. Give a full and fair consideration to all potential reasonable adjustments, in order to decide what will be implemented and how (e.g. what action required, by whom and within what timescale).

4. If you are uncertain whether an adjustment is reasonable, contact your HR Adviser who will engage with the Occupational Health management referral process if appropriate.

5. A Risk Assessment may also help to identify potential support or risks and ways in which they can be mitigated or removed.

6. Some situations, for instance, cases where an individual has recently developed a condition and is unsure of its impact or where an individual has been on long-term sickness absence and a return to work needs to be agreed, may require input from other sources, such as:
   a. Human Resources
   b. Occupational Health advice about the effects of the condition and his/her abilities, which can be obtained through the Occupational Health management referral process via your HR Adviser.
   c. Health and Safety
   d. External bodies that may be able to offer assistance (e.g. Macmillan Cancer, Access to Work).

Implementation of reasonable adjustments

1. It is essential that you discuss with the employee, what reasonable adjustment(s) will be implemented, who it would be appropriate to inform and to what extent.

2. Where appropriate ensure that additional time is given initially to do tasks, whilst the employee is getting use to the adjustment (e.g. employees learning how to use assistive technology may need more time to complete tasks whilst they are getting use to the technology).

3. It is important to agree, if appropriate, what information the employee wishes to share in relation to their health condition. This may include those who will have a role in ensuring that the adjustment is carried out, e.g. potentially affected colleagues.

4. It is essential that the employee’s wishes regarding confidentiality should be adhered to.
5. Reasonable adjustments are often simple, without cost implications. Where a cost does apply, this should not be passed onto the employee. Advice on funding reasonable adjustments may be sought from Human Resources.

6. To help to manage expectations, keep the employee updated on the progress of the implementation of the reasonable adjustments.

7. A record should be maintained as to what adjustments were considered and the reasons for any decisions taken.

**After**

**Review reasonable adjustments**

By using Form RA2, consider the following points:

1. Review the impact of any reasonable adjustments at a set timescale to ensure they continue to be appropriate. Regular one-to-one meetings and return to work discussions/interviews after sickness absence, can also be useful points to check on arrangements.

2. Give consideration of any potential impact that an employee’s disability may have on their ability to: undertake/get involved in new initiatives/ways of working, attend/participate in meetings, office moves, and training etc. Do not make assumptions on the employee’s capability to undertake certain duties, without discussing this with them.

3. Managers may need to occasionally consider making new reasonable adjustments, or take existing reasonable adjustments into account as new situations emerge.

4. Before altering or removing a reasonable adjustment, e.g. due to changes in the employee’s work, the manager should meet with the employee to explore the impact of any proposed change and the options available. Depending upon the scope of the proposed change it may be appropriate to work through the above process.
Disability identified via new starter/personal details form or via employee’s notification

Arrange meeting with employee to discuss and consider temporary/permanent reasonable adjustments

Are adjustments required?

Yes

Employee to consider ways forward and to complete Reasonable Adjustments & Special Conditions Form (RA: 1) prior to meeting with line manager

Explore, seek views and discuss reasonable adjustments in conjunction with Link HR Adviser and Occupational Health, if appropriate

Liaise with Link HR Adviser & complete Line Manager & HR form (RA: 2)

Agree and implement temporary/permanent reasonable adjustments and agree timeframe for training and implementation

Arrange review meeting(s)

Are the adjustments beneficial?

Yes

Review periodically

No

No immediate further action necessary, but regular reviews to take place in case circumstances change