



Government
People Group

CS Workplace Adjustments: Line manager self-assessment tool



Introduction

As an inclusive employer the Civil Service provides adjustments and/or support to all employees who need these to remove workplace barrier(s) regardless of whether they have a disability or health condition under the Equality Act 2010. So we use the term 'Workplace Adjustment' in communications, HR policies, guidance and products, rather than the term 'Reasonable Adjustments' to reflect this. Line managers have a key role to play in promoting and implementing adjustments:

- Supporting employees with prompt and effective adjustments makes a big difference to your employee, team and the whole Civil Service.
- Appreciating the diversity of your workforce makes everyone feel valued and included.

Most adjustments can be agreed and implemented between a line manager and their employee. So having a good quality conversation about workplace adjustments with your employee is a key step in getting the right support in place.

How to use this guide

Line managers should use Annex A in this guide to assess how confident they feel about having conversations with their employees about workplace adjustments. You will need to read the annex instructions and then capture your score against each of the five statements on the chart. You can use this tool at any time to reassess your level of competence and confidence in managing workplace adjustments effectively, particularly if individual circumstances or department's processes change.

Interpreting the scores

Scores of 2 or below in any single area indicate that you are not fully confident about managing workplace adjustments effectively. This may be because you:

- are a first time line manager.
- haven't come across workplace adjustments previously.
- are new to the department or organisation.
- need to familiarise yourself with recent changes to your department's workplace adjustment processes.

You might need to fully develop your knowledge of workplace adjustments, or find a quick refresh helpful to clarify that your knowledge is up to date and complies with your department or organisation's current workplace adjustments processes.

You can be proactive in minimising any capability gaps highlighted in Annex A by including an action to 'develop/consolidate knowledge on workplace adjustments implementation' in your line manager objective and personal development plan. A number of tools are available to help with this.

Introduction

CS Workplace Adjustments Guidance and Support Tools

For line managers and employees who are unfamiliar with workplace adjustments and/or need more advice, the first port of call should be their departmental intranet site. Department's workplace adjustment policy and process will signpost how to get in touch with experts and obtain any specialist advice.

You can also access a full suite of CS Workplace Adjustments Policy guidance and support tools by logging into the Civil Service Learning (CSL) website which includes the:

- Workplace Adjustments Line Manager Conversation - 5 minute animated video.
- CS Workplace Adjustments Conversation Map - Step by step visual guide.
- CS Workplace Adjustments Passport - blank template.
- POWER of the Passport - Why and how to use it effectively.
- Example: Pre-populated Passports - covering more complex needs.
- List of Common Workplace Adjustments.

Line Managers Responsibilities: A quick reminder

'You make all the difference'

- As a line manager, you are key in creating an inclusive culture.
- Be confident in your ability to have that good quality conversation, helping you to better understand and help provide what your employees need in order to thrive and flourish at work.
- Make sure you know how to access information to put a workplace adjustment in place for your employee. If in doubt, check your departmental intranet.
- You are responsible for ensuring workplace adjustments are in place for your employees. It is part of your role.
- 'Workplace adjustments change working lives'.
- Encourage your employees to use the CS Workplace Adjustment Passport and offer to review it regularly to make sure it continues to reflect their needs, and the needs of the business.
- Situations and health conditions can and will change, so make sure you keep the lines of communication open with your employee so that they feel comfortable to be honest with you about their ongoing adjustment needs.
- Supporting your employees quickly and flexibly to put workplace adjustments in place is the best way to help them return to and remain at work.

Annex A: Workplace Adjustments Line Manager Self-Assessment

1. Read the five statements below and consider how confidently you can respond to each of these individually. A score of **0 = Not at all confident**, **1= Not very confident**, **2 = Confident**, **3 = Very Confident**, and **4 = Expert**.
2. Record your scores on the relevant section below.



I am confident that I can deal effectively with any workplace adjustment request.

I know who to talk to, to find an effective solution if I am initially unable to progress the request myself.

I am confident that I could explain the workplace adjustments process to a colleague

I am confident that I could explain to a colleague why we provide workplace adjustments.

I know where to find the guidance I need to manage workplace adjustment requests.

The instructions in this guide explain how to interpret your scores and where to find additional guidance and support tools to plug any gaps in your knowledge of workplace adjustments policy and/or processes.

Ideally, you should be scoring 3 or 4 in all areas.

You can use this tool at any time to reassess your level of competence and confidence in managing workplace adjustments effectively and to highlight areas for further development.