



List of Common Workplace Adjustments

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Introduction

This document provides a list of common workplace adjustments for all employees within the Civil Service, not just those with a disability. It should be read in conjunction with existing departmental policies and procedures, along with the Workplace Adjustment Passport. It has been developed to be a useful guide for managers to work through with their employees. This document contains examples of common workplace adjustments, but is not an exhaustive list. These examples are not specific to a condition, and it may be appropriate to implement other workplace adjustments that are not included.

[The Equality Act 2010](#) requires an employer to make 'reasonable adjustments', for employees with a disability. The Act defines disability as a physical or mental impairment that has a 'substantial' and 'long-term' negative effect on a person's ability to do normal activities.

An employer is required to make adjustments where a provision, criterion or practice places an employee with a disability at a substantial disadvantage compared with employees who are not disabled.

Adjustments are a change to a physical feature, environment or working arrangements to make sure that employees are able to do their job without being at a disadvantage compared to others. There is more detail about the employers' obligations and how to meet them on the [Equality and Human Rights Commission website](#).

Aside from the legal requirement, it is also good practice to consider an adjustment for any employee who experiences a barrier or difficulty at work, and this is why we use the wider term 'workplace adjustment'.

Whether an adjustment is 'reasonable' will depend on a number of factors including the needs and capabilities of the employee, their role, the effectiveness of the adjustment, and business needs. The adjustments captured in the List of

Common Workplace Adjustments will not always be appropriate or reasonable. What is reasonable for one person in a particular role and department might not be reasonable for someone else even in the same department.

Each adjustment needs to be considered on an individual basis to ensure it is suitable for the employee and sustainable for the business. Employees with the same condition won't necessarily require the same workplace adjustments. Everyone needs to be flexible and work in partnership to implement effective workplace adjustments.

All requests for adjustments should be dealt with in a timely and sensitive manner and should be reviewed regularly, to ensure they remain effective. Individual circumstances may change over time, but as a minimum, adjustments should be reviewed annually.



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Adjustments cannot be imposed on an employee and both the line manager and employee need to accept and agree to proposed adjustments.

Adjustments should be recorded on the Workplace Adjustment Passport (available in departmental Workplace Adjustment Guidance or on Civil Service Learning) to allow easy transition between job roles and/or departments. If you need further support it is recommended you seek advice from [DN: Department to insert relevant team] when considering any requests from employees.

A Review Route is available for civil servants to contact if they are struggling to provide or obtain the right workplace adjustments and have exhausted the lines of advice within their own department. This can be accessed by dropping an email to cswas.enquiries@cabinetoffice.gov.uk with the subject line 'Review Route Request'.

Additional guidance on supporting employees with a disability can be found in:

- Departmental Workplace Adjustment Guidance
- Workplace Adjustment Passport - see Appendix 1 (page 23)
- [Workplace Adjustment Line Manager's Best Practice Guide](#)



Absence Management

Adjustment of Trigger Points

Example - An employee with a disability or long-term health condition may experience higher than usual levels of absence.

Considerations In some circumstances, it may be appropriate to adjust absence trigger points if an employee reaches a trigger level of days and/or spells as a result of disability related absence. Line managers need to ensure they understand the reason for the absence to take appropriate action.

Useful Resources

- Supporting Attendance Policy
- Occupational Health Report

Phased Return

Example - An employee with a disability returning to work after a period of absence may need to return gradually

Considerations - If an employee is returning to work after a period of absence, it may be appropriate to arrange a phased return. This is a formal arrangement where an employee will increase the number of hours and/or days they work over a period of time until they resume their usual working hours.

Useful Resources

- Supporting Attendance Policy
- Wellness Recovery Action Plan

Special or Disability Leave to Attend Appointments

Example - Allowing paid or unpaid leave to attend medical appointments.

Considerations - If an employee is otherwise fit for work but needs time off to attend an appointment in relation to their disability or condition, you could consider allowing special or disability leave. Any arrangements will need to be considered in line with departmental policy.

Useful Resources

- Special Leave Policy
- Disability Leave Policy (if available)
- Supporting Attendance Policy



Special or Gender Reassignment Leave to Attend Appointments

Example - Allowing paid or unpaid leave to attend appointments or undergo treatment

Considerations - If an employee is otherwise fit for work but needs time off to attend appointments or undergo treatment in relation to their gender reassignment, you could consider allowing special or gender reassignment leave. Any arrangements will need to be considered in line with departmental policy.

Useful Resources

- Special Leave Policy
- Gender Reassignment Leave Policy (if available)



Assistive Technology

IT Software

Example - An employee with a visual impairment could use software to convert text on the screen to another format such as audio or braille.

Considerations - Some employees may require assistive technology to allow them to undertake tasks using IT. There are many software packages designed to support employees to help them use their computer more effectively and improve access to digital documents.

Example - An employee who is neurodiverse may benefit from assistive software such as mind mapping software for those who have ADHD or Texthelp - read and write (pomodoro app) for those with Dyslexia.

Considerations - Each department has their own list of approved assistive software.

Example - An employee with a hearing impairment could use software to convert speech into text such as the captions facility and/or recording facilities on Microsoft Teams and Google Meet.

Considerations - This technology has limitations and may struggle to moderate speech.

Useful Resources

- There are various neurodiversity networks available across the civil service which can be found on individual departments intranet systems.

IT Equipment

Example - An employee with a repetitive strain injury may need a different type of keyboard or mouse to alleviate symptoms

Considerations - There is a range of IT equipment available to support employees. This could be a laptop instead of a desktop computer or specialist hardware such as a tracker ball mouse. These may require an assessment to identify the most suitable equipment.

Useful Resources

- Display Screen Assessment Guidance
- Workstation Assessment Guidance
- Occupational Health



Communication support

Interpreter

Example - An employee with a hearing impairment may need a British Sign Language interpreter to participate in meetings.

Considerations - When arranging events, meetings or making announcements it is important to allow sufficient time to book an interpreter. Team members also need to consider etiquette around working with interpreters.

Useful Resources

- Occupational Health
- Royal National Institute for the Blind
- Royal National Institute for the Deaf
- Other Local and National Services available

Translation Services

Example - A Palantypist or Speech to text reporter is a specially trained and qualified person who can assist with communication for the deaf and hard of hearing.

Considerations - When arranging events or meetings it is important to allow sufficient time to book these services and provide materials in advance if requested.

Useful Resources

- Occupational Health



Equipment

Furniture

Example - An employee with a back injury may need a chair that provides additional support.

Considerations - An assessment may be needed to identify the barriers an employee is experiencing and whether there are any adaptations needed. This could also include changes to a desk or additional furniture such as a footrest.

Useful Resources

- Workstation Assessment Guidance
- Occupational Health

Stationery

Example - An employee with manual dexterity issues may need a chubby pen, which is easier to hold.

Considerations - There is a wide range of specialist stationery available such as notebooks with different background colours and sizes, and pens that have additional functions. There are also coloured overlays for paper and computer screens, useful for colleagues with dyslexia or sight impairment.

Useful Resources

- Workstation Assessment Guidance
- Occupational Health



Health and Safety

Personal Emergency Evacuation Plan

Example - An employee may require assistance to evacuate their building in an emergency.

Considerations - If an employee requires assistance to evacuate a building in an emergency, you will need to ensure they have a personal evacuation escape plan set up, with an appropriate risk assessment and a buddy if required.

Useful Resources

- Health and Safety Team
- Building or Facilities Management
- Fire Warden

Flexible or Regular Breaks

Example - This could be allowing time for exercises to help with musculoskeletal conditions or a short rest for employees with conditions that cause fatigue.

Considerations - An employee may find frequent breaks or regular break times during the day helpful as an adjustment. Flexibility to take breaks could help the employee to manage their impairment or condition and participate fully at work.

Useful Resources

- Flexible Working Policy
- Occupational Health



Induction

Visit to the Office or New Location

Example - An employee with a visual impairment, or who requires routine, may want to familiarise themselves with their new office surroundings before they start work there.

Considerations - In advance of an employee joining a new team or starting work at a new office it may be helpful to offer them a site visit. This will give them an opportunity to find out the layout of the building, and to meet their team.

Useful Resources

- Induction Processes



Recruitment Processes

Extra Support During Induction

Example - An employee with an autism spectrum condition may need a more detailed, structured induction plan to help them settle in.

Considerations - Ensure that any new employee is given the appropriate level of support during their induction and has a point of contact to ask any questions.

Useful Resources

- Line manager or 'Work Buddy'

Extended Induction

Example - Some employees may need longer to get used to their new role or to understand new ways of working due to their disability.

Considerations - It may be worth considering extending the induction period to allow more time to settle into their new role.

Useful Resources

- Line Manager



Job Carving

Change of Role

Example - An employee who had throat cancer may struggle to continue in a customer facing role if their voice was affected by surgery.

Considerations - Where an employee is no longer able to perform their role due to their disability you may be able to consider moving them to a different role within the team, or wider department. This decision should be undertaken with clear communication and in consultation with the employee.

Useful Resources

- [Job Carving Guidance](#)
- [Equalities Act 2010](#)

Job Redesign

Example - An employee with mobility restrictions is required to travel frequently to other sites, it may be possible to limit travel, and arrange meetings by phone or video-conference.

Considerations - If an employee is finding elements of their job difficult due to their disability it may be helpful to review their duties.

Useful Resources

- [Job Carving Guidance](#)
- [Job Crafting Guidance](#)

Job Creation

Example - This may be used by Recruitment Managers when designing job roles to meet the skills and talents of the available resource pool; or as an adjustment for an employee returning to work from a serious illness such as a stroke, or suffering from a degenerative disease.

Considerations - This is where a new job role is designed to meet the specific needs, talents or as an adjustment for someone who experiences a difficulty or barrier.

Useful Resources

- [Job Carving Guidance](#)

Job Share

Example - An employee who has a progressive condition may require a change in working hours to help them manage their symptoms. They may wish to discuss the possibility of a job share with another colleague to enable them to continue in the same role.

Considerations - This is an arrangement for two part-time employees to share a full-time post could be used to achieve a better work-life balance or to facilitate a reduction in working hours.



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Useful Resources

- [Job Carving Guidance](#)
- [Job share finder](#)



Learning and Development

Mentoring/Coaching

Example - When a new system or process has been introduced, an employee may need longer to learn or need extra support as an adjustment.

Considerations - The employee may require additional coaching or mentoring support. Coaching for line managers may also be beneficial so they have the necessary skills to support their employees.

Useful Resources

- Occupational Health
- Assign a Coach or Buddy

Training

Example - An employee has an impairment and uses assistive technology, they may need training material in another format or in advance of training commencing to either familiarise themselves or allow a support worker to plan the support needed.

Considerations - Training courses that aren't accessible may need to be adapted to enable employees with a disability to participate. Other adjustments could include larger print, sending out materials in advance or ensuring the room is fitted with a hearing loop system.

Training on Specific Disability Awareness for Colleagues

Example - An employee with a hearing impairment may find it helpful for colleagues to learn more about their condition.

Considerations - If the employee is happy to share information about their condition with colleagues, then it would be helpful for team members to undertake awareness sessions that explain the impacts specific conditions have on their colleagues and how to communicate effectively with them. This could be delivered by the employee if they wish to do so.

Useful Resources

- Occupational Health
- Employee Assistance Programme



Performance Management and Managing Workload

Amending Objectives and/or Tasks

Example - An employee with anxiety who may not feel able to deliver a face-to-face presentation on certain occasions could benefit from an amendment to their communication objectives.

Considerations - An employee may require amendment to their personal work objectives or tasks. This could include a reduction in workload, altering tasks or providing additional time or support to complete these.

Useful Resources

- Performance Management Guidance
- Occupational Health Report

Assistance with Time Management

Example - An employee whose disability may require them to need extra support to help them prioritise their workload, this could be training or coaching.

Considerations - Time management software is available for colleagues such as the Pomodoro app. This can be useful for various neurodivergent and physical conditions. Coaching on time management is also available and may be recommended as a result of an occupational health report.

Useful Resources

- Job Carving Guidance
- Occupational Health Report

Providing Supervision or Additional Support

Example - An employee who requires extra support due to a health condition may benefit from extra one-to-ones with their line manager, ideally separating performance and wellbeing.

Considerations - A buddy can help an employee by giving advice and coaching which can help build their confidence in completing their tasks. Or a line manager could arrange more frequent discussions to go through any complex tasks in depth.



Publications

Accessibility

Example - An employee with dyslexia who uses assistive technology or requires documents in a different format.

Considerations - Web content and products need to be accessible to those employees using accessibility software, such as JAWs, Dragon, magnification or text to speech. Alternatively, they can provide versions in a different format.

Useful Resources

- Government Digital Service Accessibility Guidelines
- Accessibility Guidance



Recruitment

Providing Information in an Alternative Format

Example - A candidate with a visual impairment may require an application form in larger font or braille.

Considerations - When providing additional information such as job specifications, it is important to ask if candidates require these in an alternative format.

Useful Resources

- Accessibility Guidance
- Recruitment Guidance

Disability Confident and Offering Interviews

Example - If a candidate declares they have a disability on their application and they meet the minimum requirements for the job, they can be offered an interview.

Considerations - Although not an adjustment, when an employee has declared a disability, they can request an interview.

Useful Resources

- Disability Confident

Interview Related Adjustments

Example - A candidate with a speech impairment may find it difficult to speak in front of people and may request a laptop or screen during an interview to type their answer.

Considerations - It is important to ask candidates what adjustments they need in advance of the interview and make sure these are put in place. An interviewee may require adjustments at the interview stage. For example, a change of venue or interview date, an interpreter, special equipment, or being allowed to bring notes.

Useful Resources

- Recruitment Guidance

Modified Assessment

Example - A candidate with a neuro-diverse condition who cannot participate in group exercises may need a different type of comparable assessment.

Considerations - Any assessments used in recruitment may need adjusting, for example larger print, or another assessment method.

Useful Resources

- Recruitment Guidance



Working Hours and Patterns

Flexible Approach to Working Patterns

Example - An employee may have a fluctuating condition which means that sometimes they may need to work from home or come in later.

Considerations - To help manage symptoms of their condition an employee may need to take time off or temporarily change their working pattern. This could be a change of working days or reducing hours. It may not always be possible to accommodate this due to the needs of the business. Any arrangements will need to be considered in line with departmental policy and reviewed regularly.

Useful Resources

- Working Hours and Working Flexibly Policy
- Occupational Health
- GP Advice

Moving Core Hours

Example - An employee may need to change their core hours to help manage their condition. This could be starting later to allow medication to take effect.

Considerations - Depending on the job role and operating hours it may be helpful for an employee to adjust their core hours. This may allow them to start and finish earlier or start and finish later. It may not always be possible to accommodate this due to the needs of the business. Any arrangements will need to be considered in line with departmental policy and reviewed regularly.

Useful Resources

- Working Hours and Working Flexibly Policy

Compressed Hours

Example - An employee with a condition such as arthritis who experiences fatigue may find working fewer days per week helps to manage their symptoms.

Considerations - Some employees may find that compressing their working week into a smaller number of days helpful. It may not always be possible to accommodate this due to the needs of the business. Any arrangements will need to be considered in line with departmental policy and reviewed regularly.

Useful Resources

- Working Hours and Working Flexibly Policy

Reduction in Working Hours

Example - An employee who has a new condition or whose condition has worsened may need to reduce their hours either permanently or for a temporary period.



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Considerations - An employee may request a reduction in working hours. This should be considered for business feasibility as well as ensuring the employee is clear about the financial implications. This could be a temporary or long-term adjustment as part of a return to work or to help them address a dip in their performance because they are struggling to cope with their hour and their condition.

Useful Resources

- Working Hours and Working Flexibly Policy
- Supporting Attendance Guidance
- Performance Management Guidance



Work environment

Fixed Workstation

Example - An employee with anxiety may need to have their own desk in an office that operates a hot-desking environment, in order to assist in minimising their symptoms.

Considerations - It may also be appropriate to assign a fixed workstation to an employee who requires adjustments to the standard workstation.

Useful Resources

- Display Screen Equipment Guidance
- Workstation Assessment guidance

Workstation Assessment

Example - An employee may need a desk height adjusting or may need a special chair to provide additional lower back support.

Considerations - A standard workstation assessment may help to ensure that the employee's workspace (including desk, monitor, chair and others) is suitable for their needs. An assessment should highlight any additional or alternative equipment the employee may need.

Useful Resources

- Display Screen Equipment Guidance
- Workstation Assessment Guidance
- Occupational Health

Lighting/Glare Reduction

Example - An employee with light sensitivity may require a desk not in direct sunlight or where the lighting can be adjusted.

Considerations - An employee may need an assessment to see whether reducing glare or adjusting lighting is required. Solutions might include providing a screen filter to attach to a monitor or changing their seating location.

Useful Resources

- Display Screen Equipment Guidance
- Workstation Assessment Guidance
- Occupational Health

Noise Reduction

Example - An employee with anxiety or a neurodiverse condition may need to work somewhere quieter or use a noise-reducing headset.

Considerations - Some employees can be affected by the level of noise in the working environment. Moving them to a quieter environment can help manage their condition. It is



important to consider if the building can accommodate this and may be dependent on local arrangements,

Useful Resources

- Workstation Assessment Guidance

Parking

Example - An employee who requires routine due to their condition may need to be allocated the same parking space.

Considerations - If an employee has mobility issues or a Blue Badge and require routine or ease of access to the building then providing a parking space near to their work location may be an adjustment. It is important to consider if the building or parking facilities allow for this and could be dependent on local arrangements.

Useful Resources

- Estates/ Building Management

Visiting Another Building

Example - An employee with a visual impairment may need to familiarise themselves with the layout of a building if they haven't been there before.

Considerations - If working or visiting an unfamiliar building, an employee may need assistance with finding their way around. This could be due to a visual impairment or another condition such as anxiety. It is important to consider when arranging events that you ask in advance if attendees have any special requirements.

Work Location

Example - An employee going through the menopause may need access to a cooler working environment and/or a desk fan.

Considerations - An employee with a fluctuating condition may benefit from a more flexible working pattern that allows them to work at home when their symptoms make office attendance more difficult.

You also need to check if an employee needs to be situated in a particular location such as ground floor or close to or a toilet due to their condition.



Appendix 1 - Workplace Adjustment Passport

Workplace Adjustment Passport

Personal When Completed

The purpose of the passport is to record all your workplace adjustment requirements that are agreed with your line manager. Sharing and discussing your passport regularly with your line manager can enable them to provide you with tailored support and appropriate workplace adjustments.

Please complete this passport by providing any information that may help your line manager to understand the impact your disability, health condition or gender reassignment has on your life. Please note you do not need to provide any information you are not comfortable sharing.

This passport will belong to you, and can be shared with line managers in your current/new department to help facilitate any workplace adjustments you may require. This passport should be reviewed annually with your line manager but may be reviewed more frequently due to changes in your health circumstances/environment.

Name:

Line Manager:

Department:

Details Of Your Disability Or Workplace Barriers That You Currently Experience:

Please provide a description of your disability or any workplace barriers that you currently experience that may impact your wellbeing or work. Please do not provide any information that you do not feel comfortable discussing with your line manager.

Information may include:

- Anything that you feel is important to know about your disability or circumstances
- Any potential impact of medication on your health/wellbeing



Details Of Your Disability Or Workplace Barriers That You Currently Experience:

- Any diagnoses that you feel could be helpful for your manager to know
- Details of how this may impact your work

To support you in your role, please provide any information relating to workspace, working hours, communication, equipment and technology that may be impacted by your disability, health condition or circumstances. Please do not provide any information that you do not feel comfortable discussing with your line manager.

Workspace

Do you require any adjustments to your workspace to support you?

YES/NO (delete as appropriate)

If yes, please provide further details. Information may include:

- Requirement to work in a quieter setting
- Seating provided nearby to a window when working in the office
- Seating provided away from bright lights directly above the workstation.

Working Hours

Do you require any adjustments to your working hours to support you?

YES/NO (delete as appropriate)

If yes, please provide further details. Information may include:

- Adjusted working hours to accommodate required health appointments
- Amended start/ finish times to support you



Working Hours

- Working times that may not be appropriate for you due to your disability or circumstances.



Communication

Do you have a preferred method of communication that may support you/any methods of communication that you may find challenging/

YES/NO (delete as appropriate)

If yes, please provide further details. Information may include:

- Limiting the number of attendees when hosting meetings
- Receiving transcripts following meetings
- Conducting calls over video rather than telephone call.

Equipment And Technology

Do you require any specialist equipment or technology to be provided to support you in your role?

YES/NO (delete as appropriate)

If yes, please provide further details. Information may include:

- Provision of assistive software (e.g. screen readers)
- Provision of ergonomic chair
- Provision of noise-cancelling headphones.



Additional Information

Please provide any additional information that may not have been covered in the sections above

If relevant, please provide further details below. Information may include:

- Ability/preference to provide own personal equipment for required adjustment
- Details of any recent assessments for Occupational Health, Display Screen Equipment (DSE), or Workstation
- Information about help you may need to evacuate a building in an emergency and whether you have a Personal Emergency Evacuation Plan (PEEP)
- Information about any plans you have in place such as a Wellness Recovery Action Plan or what your line manager and/ or colleagues should do if you feel unwell.
- Details of anything else you think would be relevant.

Summary Of Agreed Workplace Adjustments:

Workplace Adjustment	Date Identified	Date Implemented



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The following table is used to keep a written record of when the passport is reviewed and/ or amended. The passport should be reviewed at least annually.

Review Date (DD/MM/YYYY)	Amendments Made	Reason For Amendment	Employee Signature	Line Manager Signature

Employee Signature And Date:	Line Manager Signature And Date:
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