

Neurodiversity In The Workplace

Module Four – The Role Of the Line Manager and Organisation



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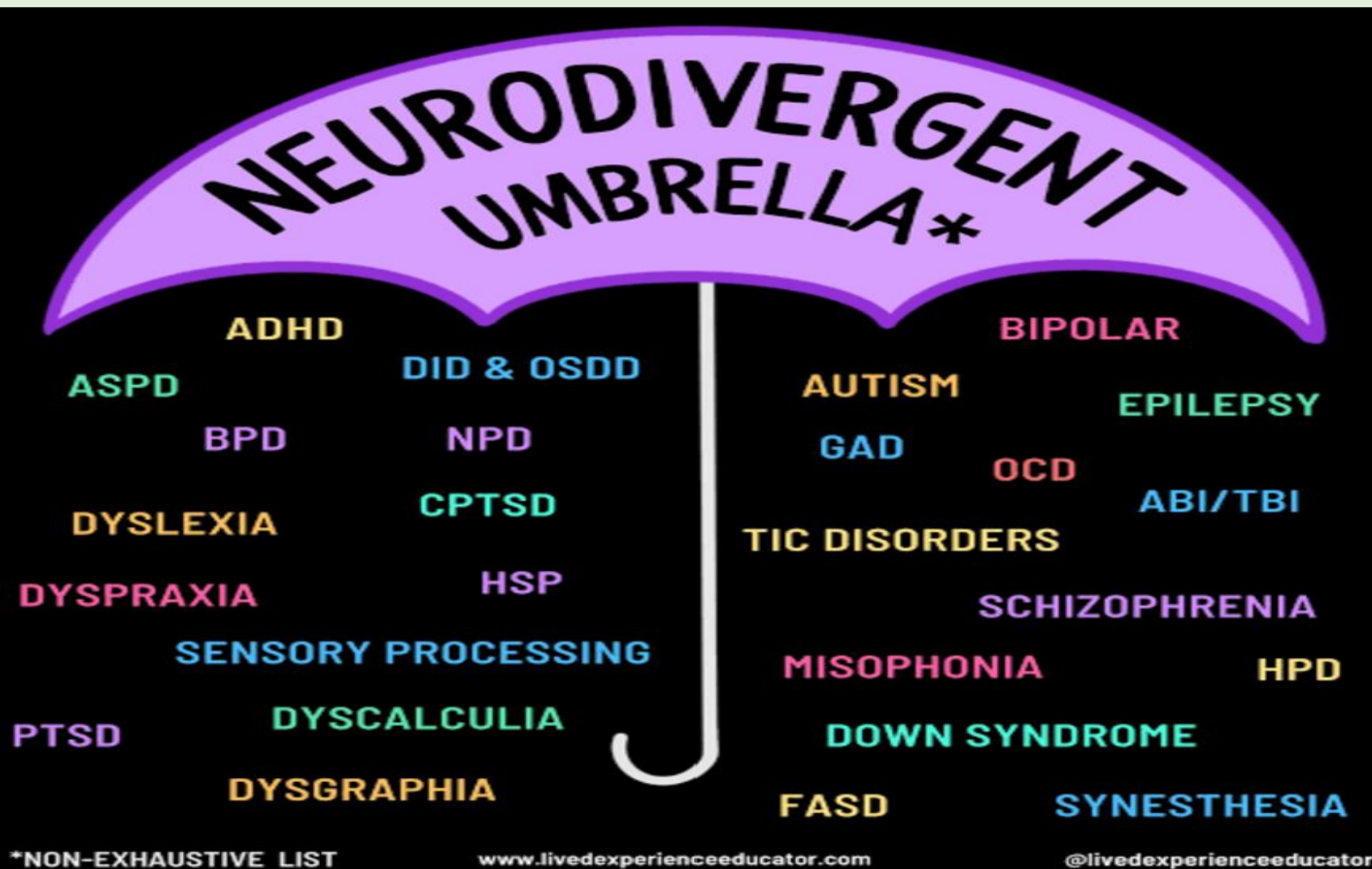


Aims and Objectives

The Role Of the Line Manager and Organisation

- **Legal Framework:** An overview of legal requirements related to neurodiversity in the workplace.
- **Ethical considerations:** Ensuring a respectful and inclusive environment while respecting privacy and individual rights.
- **Recruitment and Retention** – attracting neurodivergent talent, interviews, and reasonable workplace adjustments.
- **Challenges and Solutions:** Learning from the experience of companies that have navigated neurodiversity inclusion effectively.
- **Creating lasting change** – key takeaways to continuing to foster a neurodiverse and inclusive workplace culture.

Legal Framework



Sonny Jane Wise

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Disability

An employee may choose not to disclose them or to "mask" them (which is entirely within their rights).

However, employers may be expected to have knowledge of a disability if there were indications that were not investigated.



The Equality Act 2010	Health and Safety at Work Act 1974	Employment Rights Act 1996	Data Protection Act 2018 and UK GDPR	Human Rights Act 1998	SEND Code of Practice (Special Educational Needs and Disability)	The Care Act 2014
Provides protections for individuals with disabilities including many neurodivergent conditions – substantial and long-term adverse effect on a person's ability to perform daily tasks including work.	Employers have a duty to ensure the health, safety and welfare of all employees, including neurodivergent individuals.	The act sets out fundamental workplace rights including protection from unfair dismissal and rights to written terms of employment.	These laws govern the processing of personal data, including sensitive information.	The Act incorporates the European Convention on Human Rights into UK law, protecting fundamental rights such as employee's dignity and privacy and under Article 14, the prohibition of discrimination.	For transitions from, education to employment. Whilst not workplace specific, this code can assist young neurodivergent individuals transcend from education to employment.	Employers in the care sector have specific duties under the Act to ensure inclusivity and adequate support for individuals as employees or clients.

Ethical Considerations



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- Promoting Equality and Equity
- Respecting Autonomy
- Protecting Privacy and Confidentiality
- Avoiding Stigma and Stereotyping
- Providing Equal Opportunities
- Empowering Neurodivergent Voices
- Balancing Flexibility and Fairness
- Recognising neurodiversity as an asset
- Supporting Mental Health and Well-Being
- Training and Awareness
- Long Term Commitment

'Supporting neurodiversity in the workplace requires organisations to address several **ethical considerations** to ensure fairness, inclusion, and respect for neurodivergent individuals. These considerations go beyond legal compliance, reflecting a commitment to equity, social responsibility, and employee well-being.

CIPD February 2024

Recruitment and Retention

Neuroinclusion, just like other areas of EDI, might seem overwhelming at the beginning. There is a fear of “not getting it right” or making a “mistake”. It is important to remember that inclusion is a journey, it is an everyday practice. It is not a box to be ticked. Every candidate is different, and each recruitment process is unique. There is no “one size fits all”.

How to recruit neurodiverse talent: a beginner's guide; REF / Uptimize 2023

50% of workers said they would not feel comfortable recruiting and managing a neurodivergent colleague.

(Workplace Neurodiversity: The Power of Difference. The Institute of Leadership & Management 2020.)

80% of business leaders believe high level talent is being disqualified, through applicant filtering.

(Fuller., E., Hines, K. Hidden Workers, Untapped Talent.) Joseph B., Raman, M., Sage-Gavin

Microsoft found that around 50% of the neurodivergent workers they have hired in their hiring program (since 2015) had previously applied to the company but been unsuccessful.

Financial Times –online

72% of hiring managers say they provide clear job descriptions, compared to 36% of candidates, who say they are provided with clear job descriptions.

(Global Benchmark Study. Available at: <https://www.allegisgroup.com/en/about/press/allegis-group-announces-findings-from-its-global-benchmark-study>)

Recruitment and Employment federation / Optimize Report – key facts about neurodiversity at work / How to recruit neurodiverse talent. 2023

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Recruiting - More Neuroinclusively

Pioneering “hiring programmes”, such as those launched by Microsoft, EY, JPMorgan Chase and SAP in the 2010s shows corporate enthusiasm for different thinking styles and recognition of the positive impact neurodivergent talent can deliver.

JPMorgan Chase, for example, found that its neurodivergent hires could be as much as 140% more productive than their peers, demonstrating why this is such an important issue for recruiters.

Recruitment and Employment Federation, How to recruit diverse talent, a beginner's guide.



An interview experience.....

One CV stood out; a candidate was called James, and he was by far the strongest applicant in relation to his CV and background experience.

All candidates had been provided with the interview questions in advance, alongside the format, who would be present, where it would take place and what to expect at each stage due to recent changes in HR processes.

Yet when the panel interviewed James, some found him a little cold and aloof – they didn't all immediately “click” with him, and some even questioned his genuine interest in the role..

The team members within the panel had recently undertaken training about neurodiversity at work.

The panel shared that, in the past, they may have chosen another candidate because of the interview ‘performance’, despite James’s obvious skills and experience.

This helped them in the interview to check some of their biases and assumptions, and due to the training, they had considered the questions they were asking all candidates, through a neurodiversity lens.

They were able to ask James constructive questions such as “what have managers done in the past to help you be successful?” and “tell us about your career progression up until now” (rather than tell us about yourself), this helped him articulate his needs and preferences.

In the end, this company did offer James the role – the strongest candidate from the start – and they were glad to have done so.

Reasonable Adjustments - how do we consider and make reasonable adjustments.....

Adjustments are changes to the working environment and practice, designed to make working accessible and allow people to work safely and productively.

Adjustments can include modifications to the physical environment, processes of communication, social norms, company culture, job roles/responsibilities, and line management.

(DARE-Discover Autism Research and Employment)

Examples of Reasonable Adjustments



like the NHS.

Adjustments

- **Identification – not knowing which adjustments may be helpful**
- **Implementation Challenges**
- **Consequences – impacts on wellbeing and policy**

What adjustments are available?

- Physical environment and equipment.
- Job role and management processes
- Social and cultural practice

What support is needed?

- Physical mobility and access
- Social
- Mental health and wellbeing
- Cognitive
- Sensory
- Skill / experience

What are the intended outcomes of the adjustments?

- Remove barriers to access
- Minimise discomfort / distraction
- Enhance comfort / focus / performance
- Facilitate transitions (into work, through work and across work-life balance)

Challenges and Solutions

Learning from the experience of companies that have navigated neurodiversity inclusion effectively.



Microsoft Neurodiversity Hiring Program

Overview

Microsoft Key Practices

- Inclusive Recruitment Programme with tailored interviewing
- Workplace Adjustments
- Support Networks
- Awareness and Training
- Focus on Strengths

Results and Impact

- Organisational Benefits
- Employee Benefits
- Broader Influence

Creating Lasting Change



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Creating a Neuroinclusive Culture.

'When an organisation has a neuroinclusive culture, the team have created a work environment where neurodivergent people feel comfortable being themselves. For example, many neurodivergent people may not feel comfortable sharing their neurodivergence with their employer due to harmful stereotypes, stigma and misinformation. When organisations can show they are learning more about neurodiversity and working towards being more inclusive it sends a powerful message, internally and externally.'

Autistica

**Support Staff To
Develop A
Neurodiversity
Network**

Embrace Flexibility

**Find Opportunities To
Be Open About
Neurodiversity**

**Run
Neuroinclusive
Meetings and
Events.**

**Signposting For Support,
Accommodations and
Reasonable
Adjustments.**

**Training for
Staff and Line
Managers**

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CIPD's 7 Guiding Principles for Creating a Neuroinclusive Workplace

Principle 1: Understand where you are now and commit to a long-term plan of action

Principle 2: Focus on creating an open and supportive culture where people feel comfortable talking about neurodiversity

Principle 3: Proactively consider neurodiversity in all people management interactions

Principle 4: Allow individual employees to be masters of their own journey

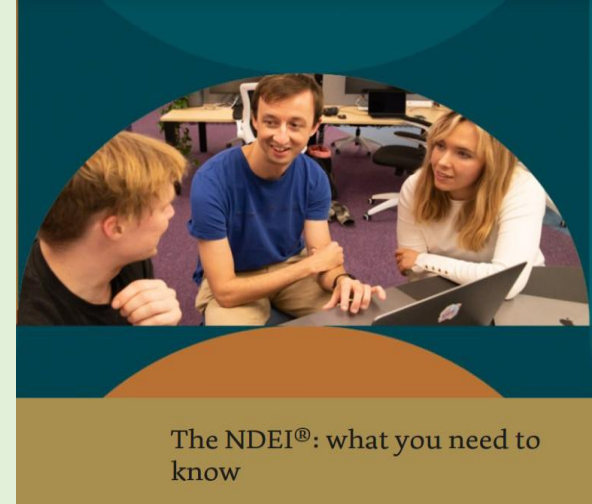
Principle 5: Embrace flexible working to enable everybody to thrive

Principle 6: Practise ongoing attention to wellbeing

Principle 7: Empower neurodivergent voices

The Neurodiversity Employers Index

- Recruitment
- Diversity Metrics
- Workplace Adjustments
- Neurodiversity Awareness.



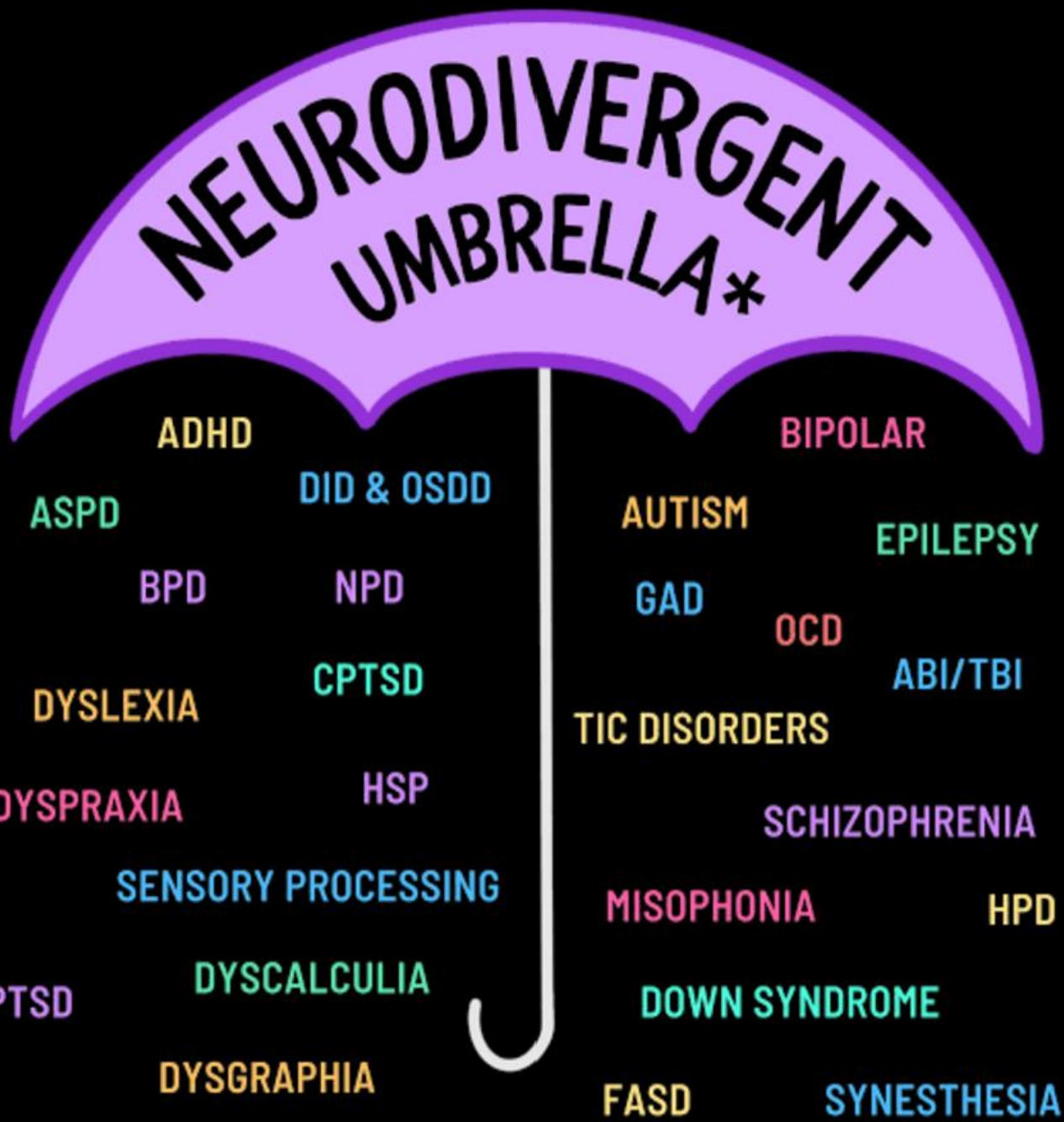
1. Register

2. NEDI Employer Survey

3. NDEI Employee Inclusion Survey

4. NDEI Company Report and Roadmap for Change

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SUPPORTING NEURODIVERSITY LOOKS LIKE SUPPORTING:

- memory differences
- communication differences
- voice hearing
- differences in time perception
- altered states
- attention differences
- motor differences
- sensory differences
- plurality
- eating differences
- different levels of empathy
- emotional differences
- differences in processing information

*NON-EXHAUSTIVE LIST

Resources and Support

CIPD / *working with Uptimize* – Neuroinclusion at Work Report 2024 Neuroinclusion at work report 2024

The NDEI® journey: a step-by-step guide for sustainable neurodiversity in the workplace | Neurodiversity Employers Index | Autistica | Autistica The NDEI® journey: a step-by-step guide for sustainable neurodiversity in the workplace | Neurodiversity Employers Index | Autistica | Autistica

DWP Autism and Neurodiversity Toolkit for Staff and Managers Autism and Neurodiversity Toolkit | DWP

CIPD – Neuroinclusion at work- Neuroinclusion at work | CIPD

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Module One – Understanding Neurodiversity

- **Introduction to Neurodiversity:** Defining and exploring the spectrum of neurological differences.
- **Neurodivergent Conditions:** an overview of common neurodivergent conditions such as ADHD, Autism, Dyslexia, and others.
- **Benefits of neurodiversity and neuro-inclusivity:** Exploring how embracing neuro-inclusivity can enhance creativity, problem-solving, communication, and innovation within the workplace.

Module 2 – Creating an Inclusive Environment

- **The Role of leadership:** understanding the importance of leadership in fostering a neuro-diverse friendly workplace.
- **Communication strategies** – Effective communication techniques to accommodate diverse communication styles.
- **Physical environment** – Adapting the workspace to meet the needs of neurodivergent individuals

Module Three – Awareness and Sensitivity Training

- **Building Awareness:** Educating employees on neurodiversity and breaking down stereotypes and misconceptions
- **Sensitivity Training:** Developing empathy and understanding towards neurodivergent colleagues.
- **Creating Allies:** Empowering employees to become advocates for neuro-inclusion in the workplace.

Neurodiversity in the Workplace – Modules 1 to 4

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Links to Media Clips Used in Today's Session

An 'open letter' - <https://youtu.be/h7eb7pSimXk>

Sussex partnership NHS Trust - https://youtu.be/IF4YW_2BCos

Microsoft Recruitment Programme - <https://youtu.be/CrB8Hf7FReU>

Thank you



www.akswellbeing.com



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NEDI Journey[online] <https://www.autistica.org.uk/get-involved/employers/ndei/ndei-journey> [Accessed 10.11.24]

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