



RECRUITMENT AND RETENTION OF DISABLED STAFF POLICY

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Target Audience:

People who need to know about this document in detail	All staff will need to be aware of the policy.
People who need to have a broad understanding of this document	All staff will need to be aware of the policy.
People who need to know that this document exists	All staff will need to be aware of the policy.

Integrated Impact Assessment:

Equality Impact Assessment Date & Outcome	Date: 24.5.22. Outcome: No adverse impact identified
Welsh Language Standard	Yes - If Standard 82 applies you must ensure a Welsh version of this policy is maintained.
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Aligns to the following Wellbeing of Future Generation Act Objective	Ensure sustainability in all that we do, economically, environmentally and socially

Policy Approval Route:

Where	When	Why
Policy Review group	19/05/22	



Disclaimer:

If the review date of this document has passed please ensure that the version you are using is the most up to date version either by contacting the author or CTM_Corporate_Governance@wales.nhs.uk

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1. POLICY STATEMENT

The purpose of this document is to state the University Health Board's (UHB) policy on recruitment and selection of people who have a disability and to describe the arrangements for retaining staff who have or develop a disability during their employment.

The UHB has a **legal duty** under the Equality Act 2010 to make reasonable adjustments for disabled people who are working for the UHB, applying for a job with the UHB or have told the UHB they are thinking of applying for a job with us.

The UHB recognises the contribution that people who have a disability can make to its services and is committed to their employment and retention. We are committed to the government's 'Disability Confident Scheme'.

2. SCOPE OF POLICY

To ensure that the UHB complies with its **legal duty** under the Equality Act 2010 at all stages of recruitment and employment. This includes making '**reasonable adjustments**' to any provision, criterion or practice in relation to physical features of our premises, to accommodate the needs of **disabled** employees, bank workers and job applicants at every stage of the recruitment process.

3. AIMS AND OBJECTIVES

To commit to the employment and retention of staff and candidates who have a disability by supporting and implementing the government's 'Disability Confident Scheme'.

To aim to provide a fully inclusive and accessible recruitment process. This will include avoiding barriers and proactively offering reasonable adjustments and flexibility wherever possible at each stage of the process, offering guaranteed interviews to disabled people who meet the essential criteria as stated in the person specification and **fully considering** how they are able to do a job once reasonable adjustments have been made.

Wherever possible we will work with appropriate specialist organisations to identify opportunities to attract and recruit disabled people by encouraging a range of work experience opportunities.

We will raise disability equality awareness throughout the UHB through the development of disability confident resources on our intranet site and other methods of communication and will promote positive images at every opportunity.

We will promote a culture of being 'disability confident' with the aim of encouraging staff to be able to disclose any disability or long term health. Staff must be able to feel confident that they will be supported to manage their disability and long term health as necessary and will be actively encouraged to engage in this process. In support of this we will actively promote the empowerment passport for new and existing staff, throughout the course of their employment.

We will ensure that there are no barriers to the development and progression of disabled staff, they should be actively encouraged to discuss opportunities and address problems through the Personal Development Review (PDR) process.

Occupational Health will have a key role in undertaking assessments, advising and signposting the employee/bank worker and manager in each aspect of this policy.

The All Wales Policy on Managing Attendance at Work and the Redeployment policy will be used to support staff when they are sick or absent from work and also upon their return. Where disabled staff are required to change role or location due to service change, this must be handled sensitively under the Organisational Change policy.

We will make use of UHB and external resources e.g. Access To Work where particular requirements are identified.

We will continue to promote and develop our disabled staff support networks in order to help staff to develop their skills and confidence. The use of buddies, coaching and mentoring will all be made available.

The inclusion of staff who have disabilities shall be an important part of our Employee Experience work.

4. RESPONSIBILITIES

Responsibility for the implementation of this policy sits with all levels of managers and Workforce & OD staff.

5. DEFINITIONS

Disability is defined as 'a physical or mental impairment that has a 'substantial' and 'long-term' negative effect on a person's ability to carry out normal daily activities'. The policy shall therefore apply to all staff who meet these criteria from application for post, their initial appointment and for the duration of their employment. This applies to substantive and bank posts.

6. IMPLEMENTATION/POLICY COMPLIANCE

Recruitment

This section should be read in conjunction with the UHB Recruitment and Selection policy which clearly sets out the process to follow and how to avoid discrimination for all protected groups under the Equality Act 2010. It is important to note that a disabled person, like other candidates, may have specific cultural, language issues – including welsh language, or other specific needs which will be taken into account. However in order to make our recruitment process as inclusive as possible for disabled people, managers must be mindful of the specific needs of disabled applicants from the outset. As a UHB, we will work towards the following specific requirements.

Advertising

Adverts will include our commitment to encouraging applications from disabled people and our 'guidance for applicants' will reflect this. They will refer to the essential recruitment criteria and we will display the 'two ticks' symbol which indicates that we will guarantee an interview to disabled people who meet the essential criteria.

Posts at Band 5 and above are advertised on <https://www.gov.uk/find-a-job> We will work with relevant organisations to advertise our posts and link with disabled job seekers.

We will seek to support and/or participate in local disability jobs fairs or targeted recruitment campaigns wherever possible.

We will avoid barriers to disabled people applying by using appropriate language.

Application process

Information on applicant's disability must only be considered where necessary and directly relevant to the post. Appropriate wording to this effect will be included in job descriptions and person specifications.

The applicant will be asked via the application process form whether they wish to take advantage of the Two Ticks scheme whereby they are guaranteed to be interviewed if they state they have a disability and meet the essential criteria for the post. No other disability or sickness information may be sought in the application form.

Interviews

Candidates will be asked if they have any specific needs in the invite to interview email. Managers will be required to make reasonable adjustments to the assessment and interview process such as allowing candidates to complete a written test using a computer, offering extended time for interviews to enable disabled people to demonstrate their potential or a later interview time that takes account of the longer journey time a disabled person may need, considering the location and layout of the interview room.

Every effort must be made to accommodate those needs but they must not be taken into account in the selection process and should not be noted on the application form or any of the other recruitment documentation.

Health or disability questions must not be asked in the interview process unless they are 'intrinsic' to the post. Applicant's information disclosed in health questionnaires or references should not be considered prior to conditional offer of appointment and once known, reasonable adjustments such as changes to working patterns, adaptations to premises or equipment and provision of support packages must be fully considered and made wherever possible.

The Access to Work scheme (<https://www.gov.uk/access-to-work>) may provide advice and assistance if there are extra costs involved. It is the responsibility of the individual to contact the Access to Work service. If this is ultimately not possible and/or the applicant would still not be able to do the job if adjustments were made, the offer may be withdrawn. Human resource managers and Clinical Service Group Managers must be fully involved in such decisions.

Where more than one applicant is equally suitable for a post and one of those applicants belongs to a group which is currently under represented in the workforce, consideration must be given to offering the post to that applicant. Disabled people are currently under represented in the workforce.

Equal Opportunities will be monitored throughout the recruitment process and reported to the Equality Forum and UHB as part of the annual report process.

Gaining Experience

We recognize that some disabled people may find it difficult to get work experience prior to applying for substantive posts and we will seek to offer the following opportunities linking with local schemes as appropriate. This will be

led by the Learning and Development Department, Workforce & OD:

- Work experience
- Work trials
- Apprenticeships
- Traineeships
- Internships
- Other schemes as they become available.

Retention

Promoting a culture of being Disability Confident

We will encourage our staff to feel safe to disclose any disability or long-term health condition and feel confident they will be supported as necessary. Positive messages should be included in our literature, statements and plans and negative images or statements will be challenged.

Engaging with Staff

It is important to regularly consult with staff about their perceptions of issues, barriers or concerns, and report back on action taken to address these. We will provide opportunities for staff feedback, through staff surveys, our staff networks and other engagement and communication opportunities. .

Staff views and feedback will be included in our reporting processes and will be considered in our equality diversity and inclusion plans. Particular issues will be followed up with appropriate managers and groups where they are a matter of concern.

Ensuring there are no barriers to the development and progression of disabled staff

We will encourage disabled staff to be ambitious and seek progression in the workplace, including increasing hours, taking on additional responsibilities and seeking promotion should they wish and feel able to do so.

We will ensure disabled staff are fully included in team meetings and informal communications, regularly discuss training and development needs with all staff, including disabled staff and offer appropriate training support as necessary e.g. coaching and mentoring

Ensuring managers are aware of how they can support staff who are sick or absent from work

The UHB has a clear process for managing absence via its Managing Attendance at Work policy. For disabled staff, it will be particularly important to ensure

appropriate support from Occupational Health, signpost staff to specific info e.g. in relation to Mental Health, to ensure regular contact from their line manager, particularly when they are absent to keep them in touch with work developments and give the message that they are valued, Upon return to work following absence, to ensure a support plan is in place using the Empowerment Passport **Appendix A**. This might include temporary reductions in hours or changes to work patterns and any necessary reasonable adjustments.

Where specialist equipment is required, this will be actioned promptly. Access to Work, Occupational Health, the manager and Workforce & OD link human resource advisor will all have a role in organising this and ensuring the right equipment is ordered but it is the manager's responsibility to meet the cost. Resources may be available from Access to Work on a case by case basis.

Where a member of staff develops a disability or needs specific support e.g. where their disability gets worse, the Empowerment Passport will be revisited and specific arrangements will be put in place. Where they are unable to continue in their current role, despite reasonable adjustments, suitable alternatives will be explored via the Redeployment policy.

Reasonable adjustments must be made within a reasonable timeframe. Whilst some adjustments may require a longer lead in time such as structural change to a building or workstation, others such as ordering a chair or agreeing a different work pattern can be effected more quickly. Reasonable adjustments must not be unnecessarily delayed in order to facilitate the needs of staff with a recognised disability.

7. EQUALITY IMPACT ASSESSMENT STATEMENT

This policy has been screened for relevance to Equality. No potential negative impact has been identified.

8. REFERENCES

Equality Act 2010 and Public Sector Equality Duty
Government Disability Confident Scheme

9. GETTING HELP

Advice is available from the Workforce & OD Directorate.

10. RELATED POLICIES

- Recruitment and Retention Policy

- Management of Attendance Policy
- Redeployment policy
- Staff Bank Policy
- Equality and Diversity Policy

11. INFORMATION, INSTRUCTION AND TRAINING

This policy will be available via the intranet site along with supporting documents. Appointing Officers and Workforce & OD staff will be encouraged to attend appropriate training as it becomes available and information will also be included in corporate orientation. Advice may be sought from the Equality Diversity and Inclusion Team, relevant Recruitment Team and Workforce & OD.

Awareness of good practice will be raised via recognized communication channels.

12. MAIN RELEVANT LEGISLATION

See Section 8.

Appendix A Empowerment Passport



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Cwm Taf Morgannwg
University Health Board



Cwm Taf Morgannwg University Health Board Empowerment Passport

Cwm Taf Morgannwg University Health Board is committed to the recruitment and retention of disabled staff and has been awarded Disability Confident Leader status in recognition of its work to achieve this.

This Empowerment Passport is a tool to be used by all employees/bank workers as a space to document any 'reasonable adjustments' required to accommodate a disability or health condition (but not necessarily details of the disability itself) at the earliest possible opportunity so that appropriate arrangements can be agreed and put in place to ensure your well-being at work.

It is based on the All Wales Managing Attendance at Work Policy which advocates its use in sickness situations but is an equally useful tool for staff who have taken up a new role or who may move between roles and different areas as a regular part of their work.

It can be particularly useful if you have a hidden disability that others may not be aware of or if the impact of your disability fluctuates at different times.

Your manager will have access to this document so they can refer back to it and ensure your adjustments are being carried out, and that the adjustments are implemented if you move departments.

This is a live document and should be reviewed annually by both you and your line manager although you are advised to revisit and update this document when and if things change.

The passport must reflect the Occupational Health report completed for all new staff who disclose a disability or health condition. If this has not been completed or needs to be updated, this must be actioned via self-referral or referral by your manager.

Expert advice from third parties e.g. [Access to Work](#) or IT specialists may be needed before changes can be agreed and implemented

Definition of Disability

The [Equality Act 2010](#) defines a disability as an impairment that has a long term and substantial adverse effect on a person's ability to undertake normal day to day activities. Long term means that it must be expected to last for 12 months or more.

Reasonable /Tailored Adjustments

1. Reasonable Adjustments

Employers are under a legal duty to make reasonable adjustments to ensure workers with disabilities, or physical or mental health impairments, are not disadvantaged when doing their jobs. This also applies to job candidates at the onset of the employment journey and where they develop a new disability or when an existing disability's impact increases. This should happen as soon as possible when an employer becomes aware of an employee/bank worker's disability.

People with progressive conditions can be classed as disabled. A progressive condition is one that gets worse over time. You automatically meet the disability definition under the Equality Act 2010 from the day you're diagnosed with HIV infection, Cancer or Multiple Sclerosis.

Tailored Adjustments

Not all illnesses are disabilities, however, if an employee/bank worker is asking for support with a health and wellbeing condition, it is best to provide support accordingly, assuming it is proportionate to do so. There are many benefits of this including supporting the employee/bank worker back into work and to remain in work.

It is also essential to ensure that adjustments are considered at the earliest possible stage that the managers is aware that the employee/bank worker has a health condition/disability and this could be at initial appointment (reference also made on next page to earliest opportunity).

Tailored adjustments are short to medium term changes that can help support the

health and wellbeing of the employee/bank worker.

Tailored adjustments should be considered and where possible implemented at the earliest opportunity to help an employee/bank worker.

This can be arranged through discussion between a manager and an employee/bank worker that is having difficulty with a known health and wellbeing condition. Tailored adjustments could include changes to working hours for a short period, changes to duties, etc.

Why should managers make work based adjustments?

Beyond legal requirements for disabled employees/bank workers, evidence has shown that good work is beneficial for health and wellbeing and that work can aid recovery for employees/bank workers with physical and mental health conditions.

The proactive management of employee/bank workers' mental and physical health can produce a range of benefits including greater employee engagement and productivity, reduction of sickness absence and reduced employee turnover.

Making small adjustments (reasonable/tailored adjustments) to enable an employee/bank worker to remain in work during personal difficulties or when experiencing mild-moderate conditions that impact upon health and wellbeing in work.

Tailored adjustments are changes which can be agreed for varying reasons and periods of time based on individual needs that can be agreed through discussion between the manager and employee/bank worker.

We recognise that managers should have a good understanding and be familiar with the individual needs of their employees and any associated health and wellbeing conditions or disabilities that may affect their work. To support employees/bank workers, reasonable / tailored adjustments should be considered and where possible implemented **at the earliest opportunity** to help support an employee from their initial appointment, to support the employee to remain in work or reduce the need for sickness absence / aid an earlier return to work after a period of absence.

Managers should consider such options when assessing an employee/bank worker's health and wellbeing in situations where there is a reasonable expectation of improvement or where reasonable/tailored adjustments may prevent a deterioration. This proactive approach should enable an employee/bank worker to maintain wellness at work and reduce the need for sickness absence.

2.0 Examples of reasonable/ tailored adjustments

In many cases, simple and cost-effective workplace adjustments can make a big difference and enable people with health conditions and disabilities to remain in work and live healthy and productive lives. The adjustment needed could be a change in practice or workload. Some examples of reasonable / tailored adjustments might include:

- allowing additional breaks for an employee/bank worker with a musculoskeletal difficulty to undertake self-management exercises
- temporarily reduced duties to enable an employee/bank worker with anxiety to manage their working day effectively
- changing an employee/bank worker's equipment, for instance providing an adapted keyboard if they have arthritis or providing a specialist chair because of back problems through [Access to Work](#).

The aim of the adjustment is to minimise or reduce the impact of the health condition for the employee/bank worker and enable them to carry out their job/duties.

Contacting the Workforce team or Occupational Health department may be required to discuss any conditions and a [referral to Occupational Health](#) is necessary, if a specialist opinion is required.

2.1 General approach

Wherever possible, the organisation will support employees/bank workers that have a known health and wellbeing condition or disability. This support may be a legal requirement under the Equalities Act 2010, or good practice in supporting employees/bank workers with mild- moderate health conditions. An employee/bank worker with a health and wellbeing condition/disability can expect:

- a discussion with their manager
- for the matter to be dealt with confidentially and sensitively
- everything that is relevant to be considered
- all possible options and outcomes to be considered
- implementation of the identified and appropriate options, where they are reasonable and proportionate
- regular reviews.

2.2 Declaration of a Health and Wellbeing Condition/Disability

2.2.1 Where an employee/bank worker with a health and wellbeing condition / disability reports that they are experiencing health difficulties it is important to respect their right to confidentiality and ensure on-going discussion.

2.2.2 The manager should meet with the employee/bank worker in order to discuss their condition(s). The manager should seek to put in place any short term reasonable / tailored adjustments to ensure that the employee/bank worker is not placing themselves at risk.

This may include conducting a risk assessment in order to identify any potential short-term adjustments. Completion of the Empowerment Passport (Reasonable/Tailored Adjustment Agreement should be undertaken at this stage).

2.2.3 If following the implementation of reasonable/tailored adjustment agreement, or where specific advice is required, the manager may consider making a referral to Occupational Health. The referral should include details of the discussion with the employee/bank worker and a copy of the tailored adjustment agreement that has been put in place. A copy of the referral to Occupational Health should be discussed with the employee/bank worker prior to submission.

2.2.4 On completion of the Occupational Health referral, the manager will receive a report advising in respect of any further suggested restrictions or adjustments that need to be considered. The manager should then meet with the employee/bank worker in order to discuss and consider the Occupational Health report to enable a more informed discussion to be undertaken.

2.2.5 The purpose of the discussion is to consider the advice and what further reasonable / tailored adjustments could be put in place to enable the employee/bank worker to continue undertaking the duties and responsibilities of their role and whether the adjustments are deemed reasonable.

2.2.6 Where there are barriers to progress, all parties have a duty to consider how these may be overcome; support from Workforce, Trade Union representatives, Equality Advisors and Occupational Health may be required. Ultimately it is the decision of the manager to determine whether any proposed reasonable / tailored adjustment can be accommodated.

3.0 Disability/Health and Wellbeing Condition Leave

Disability/Health and Wellbeing Condition leave is reasonable paid time off for a reason related to someone's known health and wellbeing condition and/or Disability as part of a programme of care. Disability/Health and wellbeing condition leave is not disability related sickness absence. Effectively, it is a form of special leave and will usually be requested by the employee/ bank worker and approved by the manager in advance.

Disability/ Health and wellbeing condition leave should be recorded on ESR. Typical examples of Disability/Health and wellbeing condition leave may include regular hospital and medical appointments/treatments/ follow up assessments in respect of a known Disability/health and wellbeing condition. Disability leave will typically apply to part, or the whole, of one working day.

4.0 Reasonable/Tailored Adjustment Agreement

4.1 The Reasonable/Tailored Adjustment Agreement is an on-going record of tailored adjustments agreed between an employee/bank worker with a disability/health and wellbeing condition and their manager.

In the case of reasonable adjustments it is anticipated these will continue to apply if the employee/bank worker changes roles wherever possible

The purpose of this agreement is to:

- Ensure that the employee/bank worker and the manager, have an accurate record of what has been agreed.
- Minimise the need to re-negotiate reasonable adjustments every time the employee/bank worker changes jobs, is re-located or assigned a new manager.
- Provide the employee/bank worker and their manager with a basis for discussion about tailored adjustments at future meetings.

4.2 This is a live document and should be reviewed regularly by both the employee/bank worker and manager and updated as appropriate. Specialist advice from third parties, Such as Occupational Health and other practitioners may be needed. Managers who need help in deciding whether or not an adjustment is reasonable can contact Workforce for advice.

4.3 New managers of employees/bank workers with agreed reasonable / tailored adjustments should accept the adjustments outlined in the agreement as reasonable and ensure that they continue to be implemented unless this causes significant operational difficulties, in which case further discussion will be necessary.

4.4 Reasonable / Tailored Adjustment Agreement will need to be reviewed and amended when changes occur. Where employees/bank workers are moving to new roles / departments, they should make their new manager aware of any agreement in place and be prepared to discuss it.

4.5 The agreement allows the employee/bank worker to:

- Explain the impact of the disability/health and wellbeing condition on them at work
- Suggest adjustments that will make it easier to do their job
- Explain any change their circumstances

4.6 The agreement allows the manager to:

- Understand how an employee/bank worker's disability / health and wellbeing affects them at work
- Explain the needs of the Organisation

- Review the effectiveness of the adjustments already agreed
- Explain any change in the employer's circumstances.

Advice on reasonable/ tailored adjustment agreements are available from the Workforce Team.

4.7 The agreement allows the employee/bank worker to:

- Explain the impact of the disability/health and wellbeing condition on them at work
- Suggest adjustments that will make it easier to do their job
- Explain any change in circumstances.

NHS Wales Managing Attendance at Work Policy

Reasonable / Tailored Adjustments Agreement/Empowerment Passport

Employee/bank worker's Name	
Job Title	
Department	
Manager's Name	

Reasonable / Tailored Adjustments

Requests for reasonable adjustments must be considered for staff who have conditions which could potentially be defined as a disability under the [Equality Act 2010](#). Tailored adjustments should be considered to support employees/bank workers with a health and wellbeing condition which may not be a disability as described above.

Wherever possible, agreed adjustments should be implemented at the earliest opportunity to help the employee/bank worker maintain wellness, remain in work and reduce the need for sickness absence ideally from when they first take up post or when a disability first begins to impact on their well-being and ability to perform their role. A self or management referral form must be submitted to Occupational Health to ensure the appropriate advice is given. They may also aid an earlier return to work after a period of absence.

The purpose of this agreement is to:

- help an employee/bank worker maintain wellness, remain in work, reduce the need for sickness absence and may aid an earlier return to work after a period of absence;
- ensure that both the employee/bank worker and the employer have an accurate record of what has been agreed;
- minimise the need to renegotiate reasonable / tailored adjustments every time the employee/bank worker changes job, is relocated or is assigned a new manager within the organisation; and
- provide the employee/bank worker and their manager with the basis for discussions about reasonable / tailored adjustments at future meetings.

This agreement may be reviewed and amended as necessary with the agreement of both parties:

- at any regular one-to-one meeting;
- at a return to work meeting following a period of sickness absence;
- at 6-monthly and / or annual PADR's;
- before a change of job, duties or work location, or the introduction of new technology or ways of working; or
- before or after any change in circumstances for either party.

Employee/Bank Worker

My health and wellbeing condition and / or disability* in the workplace is:

*you are not obliged to give details of your disability, impairment or health and wellbeing condition, only how this affects you in your working life.

My disability and / or health and wellbeing condition has the following impact on meat work:

I require the following agreed reasonable/ tailored adjustments:

- *Detail what adjustments are required:*

Date Manager agreed /implemented:

Where reasonable / tailored adjustments requested cannot be agreed and implemented, the reasons should be recorded below:

Reasonable/tailored adjustment requested

Reason if cannot be accommodated

I will let you know if there are changes to my disability / health and wellbeing condition that have an effect on my work and / or if the agreed reasonable / tailored adjustments are not working. We will then meet confidentially to discuss any further reasonable / tailored adjustments or changes that should be made.

If you notice a change in my performance, behaviour or attendance at work or feel that these reasonable/tailored adjustments are not working, I would be happy to meet you confidentially to discuss what needs to be done.

Employee/bank worker's signature	
Date	
Employer's signature	
Date	

FREQUENTLY ASKED QUESTIONS

Q: What is the reasonableness of a Reasonable Adjustment?

Answer: This is difficult to define and is open to interpretation, managers must ensure they consider a range of aspects to determine whether or not an adjustment is reasonable and proportionate, these could include: the cost of the adjustment and the organisations resources, the practicality of the adjustment, the efficiency of the adjustment in preventing the disadvantage, the disruption to the organisation and effects on others caused by the adjustment, health and safety considerations, the length of service of an employee/bank worker, the amount of help and support already provided. This is not an exhaustive list but could be part of the considerations.

Q. What is the difference between Tailored Adjustments and Reasonable adjustments?

Answer: Tailored Adjustments are an option Managers can consider and if reasonable implement to support an employee/bank worker with a known health and wellbeing condition/disability to remain in work during a period of difficulty. Reasonable Adjustments are a legal obligation on an Organisation.

Q. Do employees/bank workers need to tell their employer that they have a health and wellbeing condition / disability?

Answer: There is no obligation on an employee/bank worker, bank worker or a job applicant to disclose their disability to their employer. However, when supporting employees/bank workers with their absence or a health and wellbeing condition a manager should make reasonable enquiries to find out if an employee/bank worker has a disability.

A manager could do this through discussion with the employee/bank workers and if required with support from Occupational Health. Even if an employee/bank workers isn't classed as having a disability, considering and implementing tailored adjustments will help employees/bank workers to maintain wellness and remain in work.

Q. Does the reasonable / tailored adjustment agreement apply to employees/bank workers who do not have a health and wellbeing condition that is considered as a disability?

Answer: The manager can consider and implement appropriate tailored adjustments to employees/bank workers to help support their health and wellbeing.

Q. What does a manager do if they cannot support specific tailored adjustments that have been suggested?

Answer: Where possible these adjustments should be supported and full consideration given to their implementation, however, if it is considered by the manager not to be reasonable, then further discussion with the employee/bank worker is necessary to consider if there are any alternative adjustments that could be put in place as an option to aid the employee/bank worker, the decisions why the adjustment cannot be accommodated should be documented and where this is not possible please contact Workforce for further advice.

Q What does a manager do if they cannot support specific reasonable adjustments that have been suggested?

Answer: There is a legal duty to consider requests for reasonable adjustments for employees/bank workers whose disability/health and wellbeing condition may be covered by the [Equality Act 2010](#). Every attempt should be made to accommodate these adjustments, further advice should be sought from Workforce.

Q. What happens if an employee/bank worker is no longer able to do their current job because of their health and wellbeingcondition/ disability?

Answer: If an employee/bank worker is no longer able to do their job even with all possible reasonable / tailored adjustments in place, please contact Workforce for advice.