Workplace Adjustments Proof Points

Success criteria for a WPA process that delivers excellent service and business benefits

Business Disability Forum

Commitment	Knowhow	Policy	Process	Control	Service
There is top down mandate to embed best practice in making adjustments to create a flexible and inclusive working environment.	All colleagues and managers understand the importance and rationale for making adjustments and the process for requesting them.	Colleagues are trusted and empowered to request adjustments without management approval or the need to prove they are disabled.	Colleagues follow a clearly defined and documented process that results in effective adjustments being implemented in minimal time.	The efficiency of the process and stakeholder performance are monitored against KPIs to aid continual improvement.	Colleagues feel valued and supported through using a simple, stigma-free and customer-centric workplace adjustment service.
If it is happening an accountable executive owns the service. All stakeholders are accountable for delivery within SLAs. The process is run by WPA experts. Local cost concerns are removed.	**If it is happening** adjustments are seen as a productivity enhancement, not legal compliance. All stakeholders have clear advice to achieve best practice. The process is well signposted and easily understood.	**If it is happening** if colleagues are able to self-refer and are trusted to know what they need. Managers support requests but do not drive the process. There is a definition of "reasonable" to improve confidence.	**If it is happening** there are clear SLAs at each step in the end-to-end process. Needs can be met via pre-approved catalogue and fast-track orders. Adjustments are provided in 20 working days or less.	**If it is happening** quality controls and measures are in place at key points in the process. The supply chain is managed for value & performance. Comprehensive, detailed and relevant MI reports are being produced.	**If it is happening** there is a single entry-point to a 'one stop shop' service. Each colleague is served by an expert in WPA who will manage their case end-to-end. The colleague and their manager are kept informed at all stages.
If it is not happening ownership is diffused with no formal accountability. Activities are done on a best endeavour basis. Adjustments are paid for out of line managers budgets	**If it is not happening** there is underlying resentment or reluctance to make adjustments. There is no common frame of reference and inconsistences arise. The process is hard to find and follow.	**If it is not happening** there is a focus on diagnosis rather than impact. Managers become overloaded and blockers. Every need has to be assessed. Making adjustments is impeded.	**If it is not happening** there is no end-to-end view of the process or documentation to refer to. Stakeholders do not work to SLAs. Adjustments have to be approved each time they are requested.	**If it is not happening** there is no clear and holistic view of supplier performance, expenditure or process efficiency. Lack of Management Information impedes continual improvement.	**If it is not happening** the colleague has to deal with and manage multiple stakeholders. Colleagues are bounced between stakeholders. Getting adjustments is hard work for colleagues and their managers.

Commitment

- An accountable executive is in place to drive organisational commitment.

- A business manager is in place to own process operation and its continuous improvement.

- Key delivery stakeholders (IT, Facilities, HR) at executive and management level are identified and accountable for their aspects of the WPA process.

- The day-to-day running of the process is managed by WPA experts.

- Line Managers' budgetary concerns/constraints are reduced or eliminated (e.g. through centralised funding).

Policy

- Colleague needs are assessed on basis of impact, not medical diagnosis.

- There is no need for colleagues to prove they are disabled to use the service.

- Line Managers are not responsible for 'driving' the process (initiation, placing orders, installation, chasing, etc.), ditto colleagues requesting adjustments.

- The organisation's stance on non-physical adjustments is defined, including starting point of what is "reasonable".

- Assessments are only conducted when needed.

- Occupational Health and HR are only engaged when their specialist knowledge is required.

Process

- The process is owned by a business manager experienced in WPA.

- The end-to-end process has been defined and documented with input from all key stakeholders.

- SLAs are defined for each step (including those that sit with key delivery stakeholders and suppliers, both internal and external).

- The provision of physical adjustments is simplified and speeded up by having a catalogue of pre-approved items.

- Adjustments are provided as 'straight through' orders or 'fast track' items when possible.

- Alternative processes are defined to address non-WPA needs, e.g. Health & Safety / Self-Service for basic ergonomics, Occupational Health for sickness absence management.

- The average WPA case duration is 20d or less.

Control

- Quality Assurance controls are in place for the quality and timeliness of the process, including conducting assessments, provision of adjustments and overall stakeholder / supplier performance.

- The WPA supply chain managed by WPA experts.

- Comprehensive, detailed and relevant Management Information is produced and is used to monitor, evaluate and evolve the process.

Knowhow

- WPA positioned in the organisation as a productivity enhancement, not legal compliance.

- WPA process is well publicised and easily found by colleagues and Line Managers.

- Line Managers are provided with clear advice to achieve best practice.

- Colleagues, Line Managers, workplace assessors and case managers are provided with a common terms of reference regarding the organisation's WPA policy and practice.

Service

- Colleagues self-refer to a well publicised single entry point (e.g. help desk) staffed by WPA experts.

- WPA experts conduct initial consultation to determine appropriate path through the process (or signpost to alternative process).

- WPA experts provide case management and are accountable for end-to-end service.

- Reviews are conducted with colleagues who have used the process (and their Line Managers) to monitor the colleague/manager experience of the process and the effectiveness of the adjustments provided.